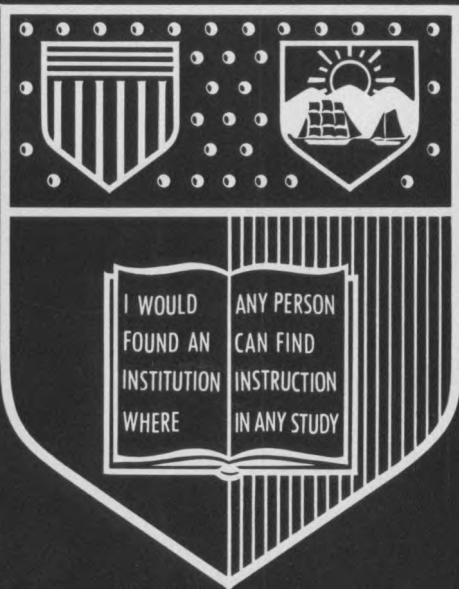
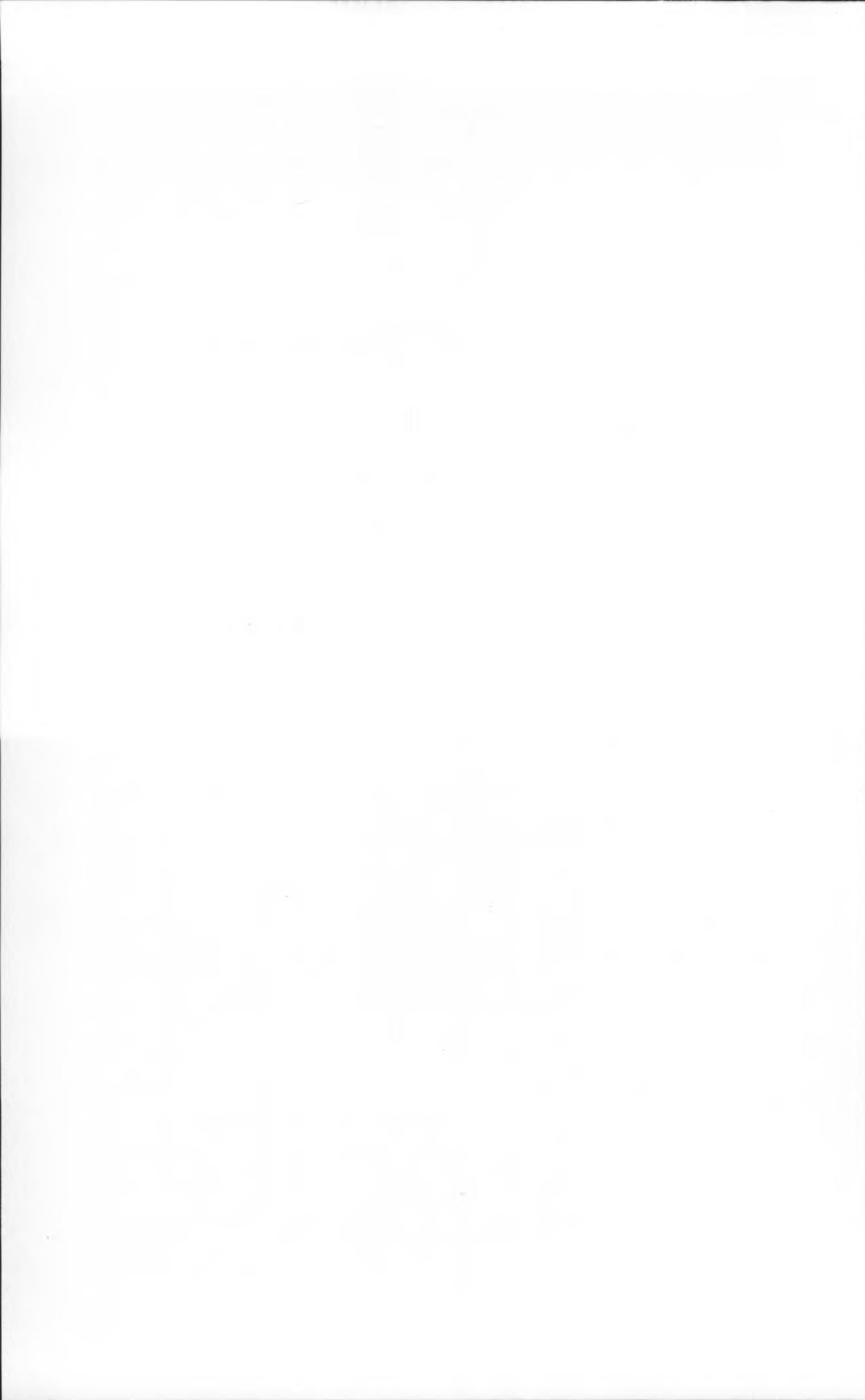


Cornell University Announces





Cornell University

School of Hotel Administration

1977-79

Programs leading to professional careers in the management of hotels, motels, condominiums, restaurants, clubs, hospitals, and institutions generally, in their design and equipment layout, and in tourism development.

Cornell University Announcements

Volume 69 of the Cornell University Announcements consists of sixteen catalogs, of which this is number 4 dated May 18, 1977. Publication dates: sixteen times a year (five times in August; twice in June and October; once in January, March, April, May, July, September, and December). Publisher: Cornell University, Sheldon Court, 420 College Avenue, Ithaca, New York 14853. Second-class postage paid at Ithaca, New York.

Cornell Academic Calendar

1977-78

Registration, new students
Registration, continuing and rejoining students
Fall term instruction begins
Thanksgiving recess:
 Instruction suspended, 1:10 p.m.
 Instruction resumed
Fall term instruction ends, 1:10 p.m.
Final examinations begin
Final examinations end
Registration, new and rejoining students
Registration, continuing students
Spring term instruction begins
Spring recess:
 Instruction suspended, 1:10 p.m.
 Instruction resumed
Spring term instruction ends, 1:10 p.m.
Final examinations begin
Final examinations end
Commencement Day

Thursday, September 1
Friday, September 2
Monday, September 5

Wednesday, November 23
Monday, November 28
Saturday, December 10
Thursday, December 15
Friday, December 23
Thursday, January 19
Friday, January 20
Monday, January 23

Saturday, March 18
Monday, March 27
Saturday, May 6
Monday, May 15
Tuesday, May 23
Monday, May 29

1978-79

Registration, new students
Registration, continuing and rejoining students
Fall term instruction begins
Thanksgiving recess:
 Instruction suspended, 1:10 p.m.
 Instruction resumed
Fall term instruction ends, 1:10 p.m.
Final examinations begin
Final examinations end
Registration, new and rejoining students
Registration, continuing students
Spring term instruction begins
Spring recess:
 Instruction suspended, 1:10 p.m.
 Instruction resumed
Spring term instruction ends, 1:10 p.m.
Final examinations begin
Final examinations end
Commencement Day

Thursday, August 31
Friday, September 1
Monday, September 4

Wednesday, November 22
Monday, November 27
Saturday, December 9
Friday, December 15
Saturday, December 23
Thursday, January 18
Friday, January 19
Monday, January 22

Saturday, March 17
Monday, March 26
Saturday, May 5
Monday, May 14
Tuesday, May 22
Monday, May 28

The dates shown in the Academic Calendar are subject to change at any time by official action of Cornell University.

In enacting this calendar, the University has scheduled classes on religious holidays. It is the intent of the University that students missing classes due to the observance of religious holidays be given ample opportunity to make up work.

Announcements

Contents

5	The School of Hotel Administration
9	Student Life at Cornell
13	Admission to the School
13	Undergraduate Admission
15	Graduate Admission
19	Finances
27	Programs Leading to Academic Degrees
35	Description of Courses
35	Management
37	Financial Management
40	Food and Beverage Management
42	Administration
45	Properties Management
47	Managerial Communications
49	Science
49	Directed Studies
53	Register

The courses and curricula described in this *Announcement*, and the teaching personnel listed herein, are subject to change at any time by official action of Cornell University.



Cornell University

School of Hotel Administration

Since its inception in 1922, the School of Hotel Administration has provided training in the numerous disciplines required for modern management—including accounting, finance, marketing, operations, and human resources development—and prepared its graduates for careers in serving the needs of people away from home for lodging, food, and related services. Recent technological and social changes have created a worldwide expansion in the need for these services. As a result, the School's alumni have found challenging opportunities in hotel administration and a multitude of allied fields.

The School's first program was established at a time when many of the country's largest hotels were being constructed. The operation of a large hotel or resort now entails all of the managerial complexities of running a small city, with the added responsibilities of providing complete care, conveniences, services, and entertainment for guests through coordinating the efforts of employees, outside agencies, and suppliers.

Graduates of the School have found their university preparation fundamental to executive positions in a broad range of areas related to hotel administration: restaurant, club, and condominium management; food service for airlines, hospitals, the military, offices and plants, and schools and colleges; franchise and multiunit organizations; finance; the planning, construction, and furnishing of industry properties; the design and marketing of institutional equipment and products; advertising, marketing research, and sales; the operation of resorts, entertainment parks, and similar facilities; and college teaching and administration.

Because of the broad spectrum of opportunities open to graduates, the School's curriculum has periodically been updated and expanded. Students receive a core education in hotel administration, and are then able to concentrate in one or more fields of special interest at the undergraduate and graduate levels.

The School's full-time resident faculty numbers more than 30 members, whose teaching activities are devoted exclusively to the development of the specialized programs offered by the School and to the instruction of its 600 undergraduate and 100 graduate students. The faculty's work is supplemented by the regular services of 20 visiting professors and lecturers who are active in the hospitality industry.

With a practice inn and a variety of dining facilities, Statler Hall provides a unique educational laboratory for students.

In addition, numerous other industry executives visit the campus to lecture on special topics.

Altogether the School offers some 100 courses, designed expressly to meet the needs of its students. Students also have access to courses offered by all the other colleges of the University, and are encouraged to tap Cornell's tremendous educational resources.

Since management in a people-oriented industry cannot be taught wholly in the classroom, lectures and laboratories are supplemented with work experience on campus and in the industry. The School maintains a close affiliation with the industry through its research program, workshops and seminars, short courses and special programs, publications, and placement services.

Applicants for admission are selected on the basis of their academic records and their proven interest in pursuing a career in the industry. From the day a student enrolls, he or she regularly participates in the School's operation of Statler Inn and its extensive food facilities. During vacation periods, students seek industry employment. Juniors and seniors are eligible for industry work-study programs. Graduates of the School, therefore, offer employers both educational training and practical work experience.

The School maintains an active placement office serving both students and alumni. Throughout the School's history, opportunities have been plentiful at all levels of employment, and salaries are often higher than those offered to other university graduates.

Alumni maintain close contact with one another, members of the faculty, and hotel students through the Cornell Society of Hotelmen, which has chapters across the country and around the globe. Alumni interview and recommend prospective students for admission and often assist them later in obtaining jobs. They sponsor industry seminars in major cities of the United States and foreign countries. The society also plays an active role in the School's academic program and events through meetings of the Triad Committee, whose membership is drawn from alumni, faculty, and students.

In summary, the program of the School of Hotel Administration is based on the premise that the School has two major responsibilities to its students:

(a) to prepare them to perform useful and effective work, and (b) to provide them with a cultural background that will enable them to participate fully in society.

History of the School

The School of Hotel Administration began in 1922 as a department within what was then the School of Home Economics, in the New York State College of Agriculture. A single professor, Dr. H. B. Meek, met with a class of twenty-one students. The ensuing years brought a gradual expansion in the faculty, curriculum, student body, and alumni organization. In 1950, the School of Hotel Administration was formally established, and was separated from the statutory colleges four years later as an independent academic unit with its own faculty and dean.

The late Ellsworth Milton Statler, creator of Statler Hotels, has been the School's principal benefactor. During his lifetime, Mr. Statler gave generously. Under the terms of his will, the Statler Foundation has continued to give generous support. The trustees of the Foundation have donated more than \$7 million for the construction of Statler Hall, home of the School of Hotel Administration. To provide for adequate maintenance, the Foundation also gave an endowment of \$1,250,000. These and other gifts supporting the E. M. Statler Professorship, research, and publications, constitute a total of well over \$10 million.

Support from other sources has also been generous. In 1968, the heirs of the late Barney L. Allis, chairman of the board of Hotel Muehlebach in Kansas City, Missouri, contributed funds for visiting lecturers. In 1969, the Howard B. Meek Visiting Professorship was established by the Cornell Society of Hotelmen. In 1972, a \$1-million scholarship fund was established by the dissolution of the Taylor Scholarship Foundation, which had been founded in 1943 and directed by the late S. Gregory Taylor, owner of the St. Moritz and other New York hotels. After his death, the foundation was continued by his brother Charles, and his wife, Marica. Mrs. Taylor served as president of the foundation after her husband's death in 1961.

Other generous benefactors have supplied the impressive array of scholarships listed on pages 19-25, thereby extending assistance to the School's students.

School-Industry Cooperation

The School of Hotel Administration and the hospitality industry have long enjoyed a close relationship. The School's students gain from the curriculum enrichment resulting from seminars, workshops, and lectures given by executives actively involved in the field, and from the less formal but vital personal contacts they make with industry personnel. The School's teaching, research, and publications programs benefit from the source material and research funds provided by the industry. The industry benefits from the research and publications of the School, and also from the School's diverse program of short courses, workshops, and conferences. In

addition, consulting services are available from the School's staff, and a steady flow of well-prepared graduates from the School helps fill the needs of the constantly expanding industry.

Research

Initially funded by the Statler Foundation, a research and development program was established in 1961. The program is directed by the Faculty Committee on Research, assisted by a full-time staff. Under the supervision of faculty members, research projects are sponsored by funds from the Statler Foundation, industry groups, and various governments. Studies are currently being conducted in such diverse areas as sanitation and waste recycling, food equipment design, thermal properties and heat transfer in foods, analysis of typical hotel floor space plans, capital budgeting techniques, and economic factors of newer data technologies.

Past studies have been done on carpets and wall coverings, the use of convenience foods, applications of glass to food service, and the uses of plastic dinnerware. Studies on tourism development and acceptance have been conducted for Greece, Togo, Dahomey, Morocco, the Virgin Islands, the Caribbean, and the Bahamas.

Research reports are published in the School's magazine, *The Cornell Hotel and Restaurant Administration Quarterly*, and often provide the basis for other articles and news items in the trade press.

Although the primary goal of the School's hospitality project development program is academic enrichment for students and faculty, research serves as a valuable liaison with industry and is a source of funding for sponsored projects.

Publications

The Cornell Hotel and Restaurant Administration Quarterly, published by the School of Hotel Administration since 1960, has readers all over the world. One of its primary services is the reporting of seminars and conferences held by the School and the research projects performed by faculty and students. Reprints of *Quarterly* articles are generally available.

The staff of *The Quarterly* has also collaborated with the American Hotel and Motel Association, the Hotel Sales Management Association, and other organizations in publishing a variety of manuals for use in the field. In addition, the School publishes some of its own textbooks and manuals, many of which are used in the industry and in other colleges, both in the United States and abroad.

A list of the School's publications may be obtained by writing to Circulation Department, *The Cornell Hotel and Restaurant Administration Quarterly*, Cornell University, Statler Hall, Ithaca, New York 14853.

Executive Education

From a modest beginning, the School's executive education program has progressed to the point where

faculty members are now involved in the planning and presentation of some sixty seminars each year held in Ithaca, around the United States, and throughout the world. Some are open to all who wish to attend; others are designed specifically for executive participants. The School also conducts corporate workshops and seminars, and has worked closely with the armed forces in the area of continuing education. More detailed information may be obtained by writing to Professor Donal A. Dermody, Director of Executive Education, Cornell University, Statler Hall, Ithaca, New York 14853.

The Summer Program

During the summer, the School offers a series of short courses for persons actively engaged in hotel and restaurant work throughout the world. These courses range from one to three weeks in length, and cover such topics as hotel and motel operation, advertising and sales promotion, personnel methods, food and beverage control, restaurant management, menu planning, quantity food preparation, food facilities engineering, housekeeping, restaurant accounting, hotel accounting, interpretation of hotel financial statements, and properties management. Requests for detailed information should be addressed to Summer School of Hotel and Restaurant Administration, Cornell University, Statler Hall, Ithaca, New York 14853.

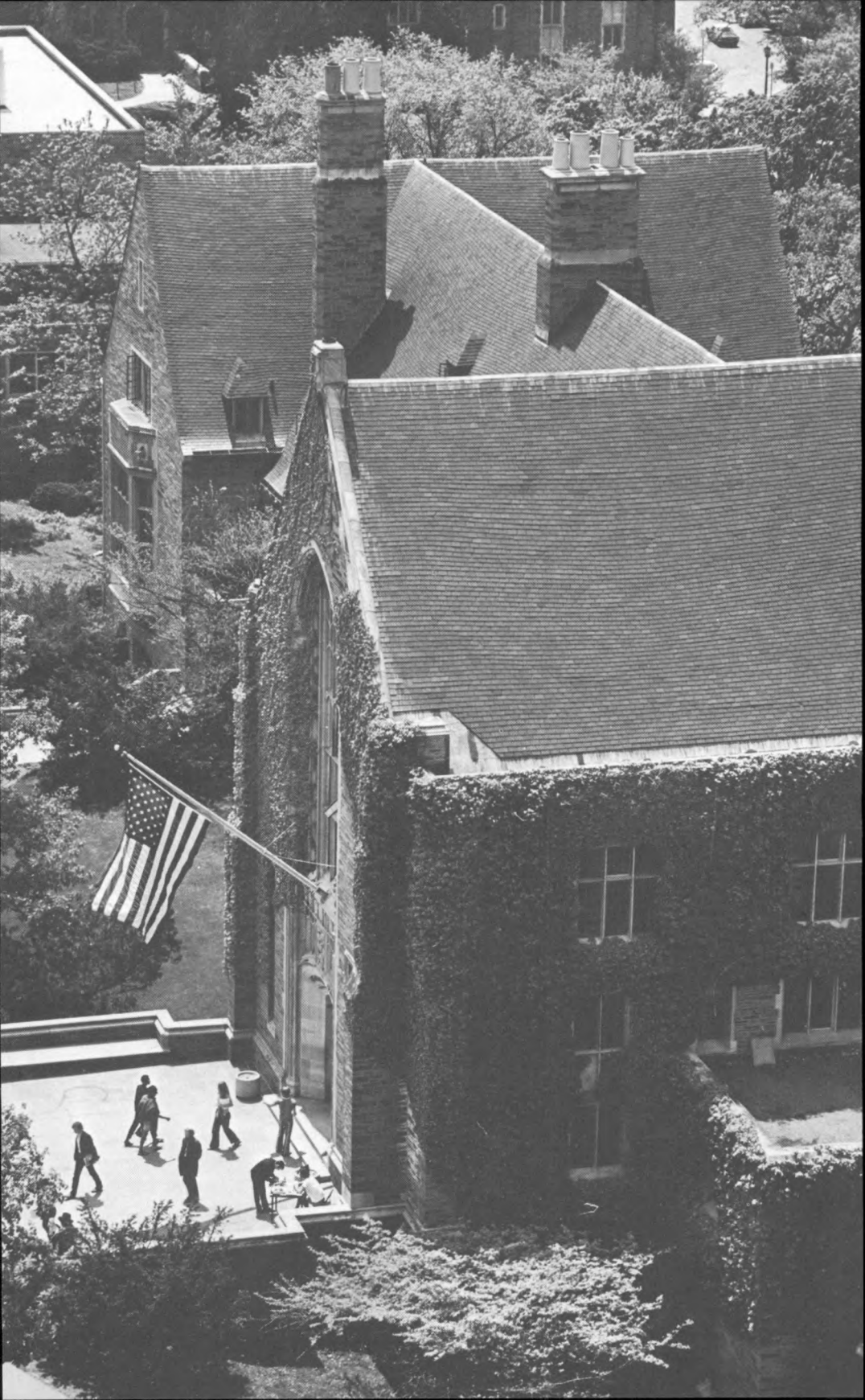
Placement

Students of Cornell's School of Hotel Administration receive help in finding interesting, satisfying work in their chosen field in many ways throughout the college years. The School and its work are known to hotel and restaurant executives all over the world.

Through attendance and participation in seminars, lectures, hotel conventions, and such campus events as Hotel Ezra Cornell, students have ample opportunity to meet important people in the field. Many highly respected hotelmen are themselves Cornell graduates with a particular interest in the School and its students. The School also maintains, in cooperation with the Cornell Society of Hotelmen, an active placement service to help students obtain jobs during vacation periods and to assist them in finding permanent positions.

As many as 65 companies send up to 100 representatives to the School two or three times per year to interview students for positions in their operations. In addition, the placement office assists graduates in finding suitable employment throughout their careers. An "actively looking" file, maintained by the placement office, permits alumni to make known their interest in obtaining employment in various areas of the hospitality industry. Prospective employers seeking the services of the School's graduates list openings in *Information on Positions Available*, a weekly publication of the placement office. This confidential job bulletin is available to all alumni who are members in good standing of the Cornell Society of Hotelmen.

The programs provided by the School, the helpful contacts students make during their college years, and the admirable record of Cornell graduates in the field, have combined with the placement office of the School to produce an enviable record: 98-percent employment of graduates throughout the history of the School. A survey of earnings has also shown that the financial success of the School's graduates is high in comparison to those in the field without college degrees and to college graduates in other fields.



Cornell University

Student Life

Cornell is unique among the world's great universities in that it offers a broad array of cultural, scientific, and technological pursuits in fourteen coeducational colleges and schools. Of the eleven divisions situated on the Ithaca campus, four are state-supported land-grant colleges, and seven, including the School of Hotel Administration, are privately endowed.

It was the intent of the University's founders, Ezra Cornell and Andrew Dickson White, to create "a university where any person can find instruction in any study." By combining courses in cultural subjects with practical and scientific instruction, they sought to provide higher education that would fulfill the nation's needs as a rapidly developing industrial democracy. A century later, Cornell continues to offer programs serving many of the world's developmental and social needs.

The University's internationally known faculty attracts scholars and students from every part of the world. Approximately 16,500 students—5,000 of them on the graduate level—attend classes on the Ithaca campus. Hotel students thus mingle with a cosmopolitan faculty and student body, and have an extensive choice of cultural, social, and recreational events.

Situated in the scenic Finger Lakes region, the campus is renowned for its natural beauty. Outdoor sports of all kinds are readily available on the campus and nearby. The University supports an intercollegiate athletic program and coordinates a broad range of intramural teams. The physical education department offers courses in such diverse areas as tennis, golf, mountaineering, interpretive dancing, skiing, field and ice hockey, and lacrosse.

The University's *Announcement of General Information* describes in detail the provisions made for housing and dining, health services, and related areas of student life at Cornell.

School Life

Students in the School of Hotel Administration take part in all University activities. They participate in sports, belong to musical groups, hold offices in student organizations, and join in the myriad of extra-curricular activities. Many become members of social and honorary fraternities.

Willard Straight Hall (left) is a student union providing study rooms, dining facilities, a game room, darkrooms, a craft shop, a theatre, a browsing library, and a variety of services.

The School's entering students receive most of their first year's instruction in Statler Hall and form a close association with their classmates and instructors, thus enjoying the benefits of a small college and the advantages of a large university. Every student has a faculty adviser for counseling on academic and personal matters.

Statler Hall

Statler Hall is a unique educational building designed expressly to meet the needs of the faculty and students of the School of Hotel Administration. The building has three parts: a classroom section, a practice inn, and an auditorium with full stage facilities. The classroom section, a substantial five-story building with more than 115,000 square feet of space, is supplemented by office, classroom, and laboratory space in the Alice Statler Auditorium wing. For instruction and research, these two sections provide 19 lecture rooms, 3 auditoriums, 16 laboratories, and 60 offices.

The Howard B. Meek Library provides an extensive collection of publications, numbering over 18,000 volumes, on hotel and restaurant operation and related subjects. The library has received many gifts of display materials and personal collections—among them the 1,600 books of the Herndon Collection, including many rare items.

Statler Inn, the School's practice laboratory, contains 52 guest rooms, including two suites, a fully equipped front office, and appropriate lounge areas. The Inn also has a variety of restaurants seating a total of 1,000 people: a formal dining room for 200, five private dining rooms for 8 to 100, two self-service restaurants for 150 and 200, a cocktail lounge, and a ballroom for 400.

The Inn's facilities constitute a realistic laboratory for student instruction in operational procedures and managerial responsibilities for the hospitality industry. The School offers its students both theoretical and practical instruction through the use of Statler Inn.

Organizations

Students are eligible for elective office in the University Senate and to serve on the School's Student-



Faculty Committee, a group which meets regularly to discuss matters relating to student affairs. They may also be invited to serve on the Triad Committee, a group representing the School's alumni, faculty, and students, and providing a liaison between the School and the industry.

During their college years, students have an opportunity to become junior members of national and international organizations in the hospitality industry. Among the organizations with chapters at Cornell are the Hotel Sales Management Association, the Food Service Executives Association, Les Amis d'Escoffier, and the Club Managers Association of America. As junior members, students are eligible to attend these organizations' regional, national, and international conventions. They also arrange seminars on the campus, and invite industry leaders to share their objectives and problems through formal and informal meetings.

Each year, a group of upperclass students attends the convention of the New York State Hotel and Motel Association, visits the New York City National Hotel Exposition, and makes a tour of inspection of metropolitan hotels. Groups also attend the National Restaurant Association Convention/Midwest International Hotel and Motel Show in Chicago, the New England Hotel and Motel Exposition in Boston, and the Canadian Hotel and Restaurant Exposition in Toronto. Students participate in social functions associated with the conventions and with the Cornell Society of Hotelmen, the alumni organization that entertains attending hotelmen at receptions.

The annual Hotel Ezra Cornell is a weekend project in which students organize and finance a hotel operating company. Statler Hall is run as a hotel with all the appropriate ceremony. With the aid of a faculty adviser, the students organize a regular three-day convention program, including symposia, workshops, and addresses, and a concomitant array of social events, receptions, luncheons, and dinners. In attendance are the presidents of the leading group hotel and restaurant organizations, and the chief executives, operators, and managers of hotels, restaurants, and institutions of all kinds.

By student election, upperclass students who distinguish themselves in scholarship and student projects win membership in Ye Hosts, the recog-

nition organization of the School which serves as a reception committee for new students and visiting hotelmen. Each year, outstanding students are selected for membership in Phi Kappa Phi, a national scholastic honor society.

Additional Information

Prospective students, their parents, and school advisers will find additional information in the *Announcement of General Information* and the *Announcement of the Graduate School*, both of which can be obtained by writing to Cornell University Announcements, Research Park, Building 7, Ithaca, New York 14853. Other materials may be obtained by writing to the addresses given below.

Undergraduate Program

Application forms and academic requirements for admission: Office of Admissions, Cornell University, 410 Thurston Avenue, Ithaca, New York 14853.

Personal requirements for admission and interviews: Admissions Committee, School of Hotel Administration, Cornell University, Statler Hall, Ithaca, New York 14853.

Programs of the School, the content of courses, requirements for graduation, and questions about financial aid to students: School of Hotel Administration, Cornell University, Statler Hall, Ithaca, New York 14853.

Credit against the practice requirement: Chairman, Practice Committee, Cornell University, Statler Hall, Ithaca, New York 14853.

Graduate Program

Application forms and general requirements for admission: Graduate School, Cornell University, Sage Graduate Center, Ithaca, New York 14853.

Interview arrangements, information about the School's program, requirements for graduation, and questions about financial aid: Graduate Faculty Representative, School of Hotel Administration, Cornell University, Statler Hall, Ithaca, New York 14853.



Cornell University

Admission to the School

The School of Hotel Administration offers undergraduate and graduate programs leading to careers in the management of hotels, motels, resorts and condominiums, restaurants, clubs, hospitals, and institutions.

Undergraduate Admission

Admission to the School may be granted in September and in January to the student who meets the regular academic requirements and the requirements of personal qualifications.

It is the policy of Cornell University actively to support equality of educational opportunity. No student shall be denied admission to the University because of race, color, creed, religion, national or ethnic origin, or sex.

Academic Requirements

The applicant must have completed a secondary school course and must offer at least sixteen acceptable units of entrance credit including: English, four units; mathematics, three units; and chemistry, one unit. Additional courses may include mathematics and sciences (especially physics), social studies (including history), and a foreign language.

High school and other preparatory work is appraised in the School's office of admissions. A nonrefundable \$25 application fee is required. Correspondence relating to the academic admission requirements should be directed to the University Office of Admissions, Cornell University, 410 Thurston Avenue, Ithaca, New York 14853.

The prospective student is allowed wide freedom in the choice of high school subjects. Only English, chemistry, and the minimum mathematics necessary for required courses in properties management and financial management are specified. Students and vocational advisers should not, however, be misled by this flexibility. The curriculum in hotel administration includes a number of rigorous courses in accounting, science, and engineering, and the committee on admissions insists on evidence of good scholastic ability.

While not required, a four-year sequence in mathematics is evidence of scholastic capability. Trigonometry and physics provide useful background

for courses in properties management. In view of the rigorous chemistry courses required in the School's curriculum, the importance of chemistry cannot be overemphasized.

In the selection of a preparatory course, consideration should be given to the student's interests and the school's facilities. The *suggested* preparatory program below is provided as a guide for advisers, parents, and students.

English: four units.

Mathematics: three or four units (elementary algebra, intermediate algebra, and plane geometry; also, if possible, trigonometry, advanced algebra, or solid geometry).

History: at least one unit.

Foreign language: three units (French, German, Spanish, or Latin).

Science: at least two units (one of chemistry, plus physics, general science, and/or biology).

Electives: to reach a total of 16 units.

Personal Requirements

Because more applicants meet academic requirements than can be accommodated in the School, the faculty, through a committee on admissions, selects those likely to profit most by the instruction offered. The committee requires that each prospective student take the Scholastic Aptitude Test or the American College Tests.

All candidates for admission are *required* to interview with a representative of the School designated by the office of admissions. Candidates who can conveniently visit Ithaca are urged to do so, but those who live a considerable distance from Ithaca may interview with a School representative in their own region. In requesting an interview, applicants should indicate their preference for a date and hour, giving alternative times, if possible. Requests should be addressed to the Admissions Office, School of Hotel Administration, Statler Hall.

Applicants should consult the *Announcement of General Information* for details regarding applica-

Placement officer John Tewey advises students looking for employment that much helpful information about prospective employers can be gleaned from annual reports.

MASTER OF PROFESSIONAL STUDIES (MPS)

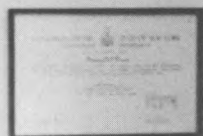
Tracks Reqmts	I	II	III
Credits	64	48	32
	4	3	2

Non Hotel

yes

Cornell
Hotel

yes



tions and medical requirements that must be met either before or during the registration period. The *Announcement* may be obtained by writing to Cornell University Announcements, Research Park, Building 7, Ithaca, New York 14853.

Transfer Students

Students may be admitted to the School with advanced standing from other institutions of college level. Credit will ordinarily be given against the specific degree requirements for those courses for which equivalent work has been done. For that portion of the student's work not applicable to the specific requirements, credit up to 24 hours will normally be given against the requirement of 122 hours. The total transfer credit allowed may not exceed 60 hours. Transfer students will be held for the completion of the hotel-practice requirement before the last term of residence. When they apply for admission, they are expected to submit scores of the Scholastic Aptitude Test (except for bachelor's degree holders) and to present themselves for interviews. Formal applications for admission must be filed before February 1 for September entrance, and by November 1 for spring entrance with the University Office of Admissions, 410 Thurston Avenue. A nonrefundable \$25 application fee is required. A student may be accepted on transfer from a junior college if the preparatory school record of the applicant meets Cornell entrance standards and the junior-college record is of superior quality.

International Students

International students who present satisfactory evidence of adequate capacity and training may be admitted to the School. Because their previous education may differ considerably from that of the native student, some latitude may be granted with respect to exact secondary entrance units. It is essential, however, that the international student possess an educational background tantamount to the twelve years of secondary schooling required of native applicants and that the caliber of academic performance be high. If the applicant's native language is not English and he or she has not been educated in English language schools for at least two years, the results of the Test of English as a Foreign Language (TOEFL) must be presented. Registration information for this examination may be obtained by writing to the Educational Testing Service, Box 899, Princeton, New Jersey 08540. To qualify as a transfer student, the international applicant must have completed at least fifteen credit hours of college-level work.

All prospective students are required to arrange an official interview by writing directly to the admissions office of the School of Hotel Administration. Interviews can often be scheduled within the applicant's own country with a representative of the School.

Special Opportunity Programs

Cornell University administers a variety of special-opportunity programs designed to provide financial

and other forms of assistance to low-income, minority students and others meeting program guidelines. Special programs have been established to increase representation of students from minority groups that have historically been underrepresented in higher education. For details, prospective students should consult the *Guide for Candidates* which accompanies each undergraduate application. It will also be sent upon request by the Office of Admissions, Cornell University, 410 Thurston Avenue, Ithaca, New York 14853.

Graduate Program

Admission

Advanced degrees in the fields of hotel, food service, and travel industry management have been offered at Cornell since 1929. The School of Hotel Administration and the Graduate School have recently established the Master of Professional Studies (M.P.S.) program in addition to the M.S. and Ph.D. programs.

Holders of the bachelor's degree who are candidates for admission must arrange a personal interview with a School representative and take the Graduate Management Admission Test (GMAT). Applications for the GMAT may be obtained by writing to the Educational Testing Service, Box 966, Princeton, NJ 08540.

Applications

Application forms and information about general requirements may be obtained from the Graduate School, Sage Graduate Center, Ithaca, New York 14853. Inquiries concerning interview arrangements, the School's program, graduation requirements, and financial aid should be directed to Professor Stanley W. Davis, School of Hotel Administration, Cornell University, Statler Hall, Ithaca, New York 14853.

A limited number of teaching and other assistantships is available to qualified graduate students. After the candidate has been accepted for admission, he or she may receive financial aid information by writing to the Graduate Office, School of Hotel Administration, Cornell University, Statler Hall, Ithaca, New York 14853.

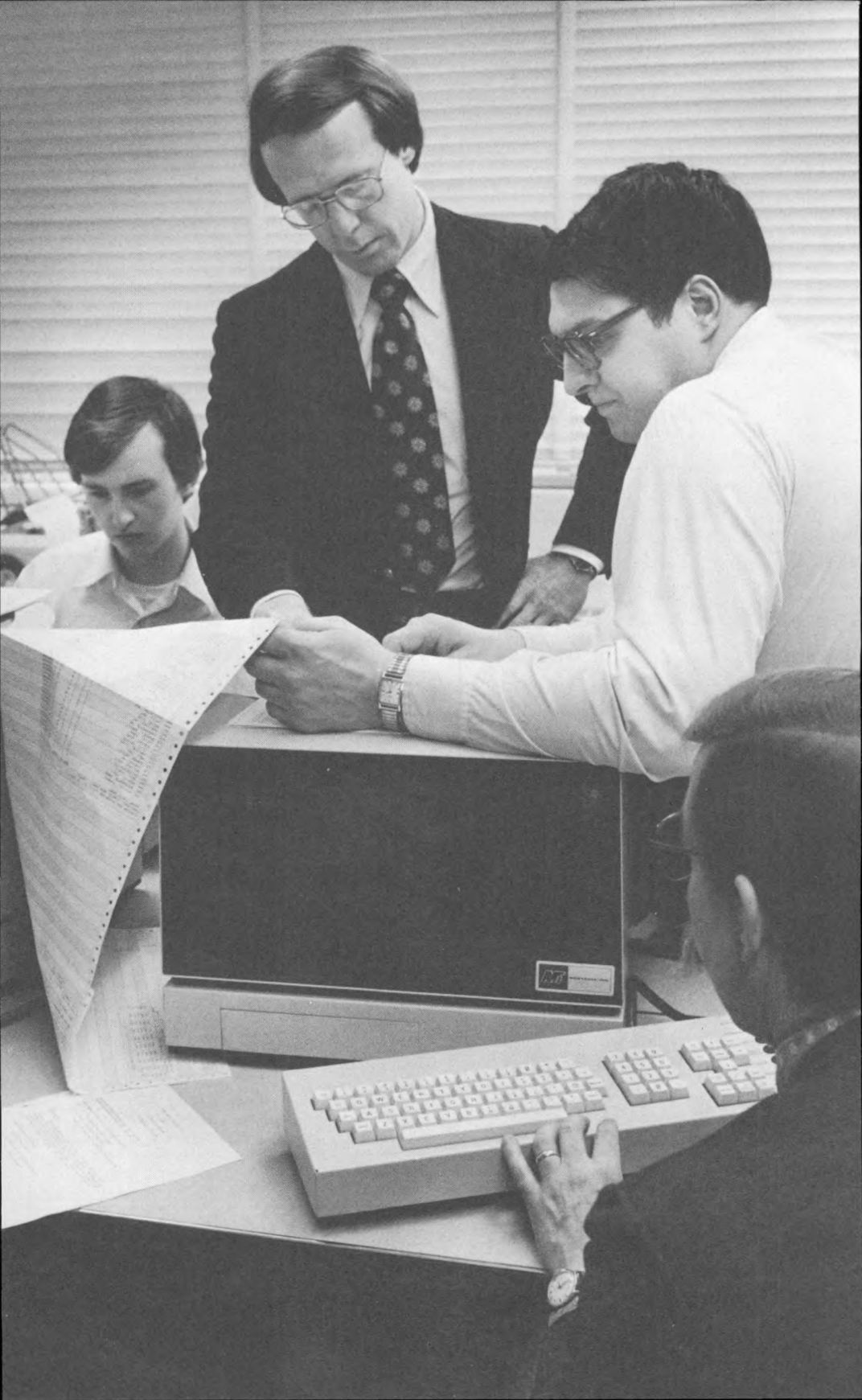
M.P.S. Degree

The M.P.S. degree is available to students with a bachelor's degree in an area other than hotel administration. The M.P.S. program also allows the student with a bachelor's in hotel administration to do graduate work that is less research inclined and more professionally oriented than a Master of Science degree program.

M.P.S. applicants are asked to offer twelve of the following eighteen credits as prerequisites to the M.P.S. program:

- Accounting: six credits
- Economics: six credits
- Psychology: three credits

Professor Stanley Davis explains degree requirements to two students enrolled in the School's M.P.S. program.



Industrial psychology or personnel administration: three credits

If fewer than twelve prerequisite credits are offered, the deficient credits will be added to the sixty-four required for graduation.

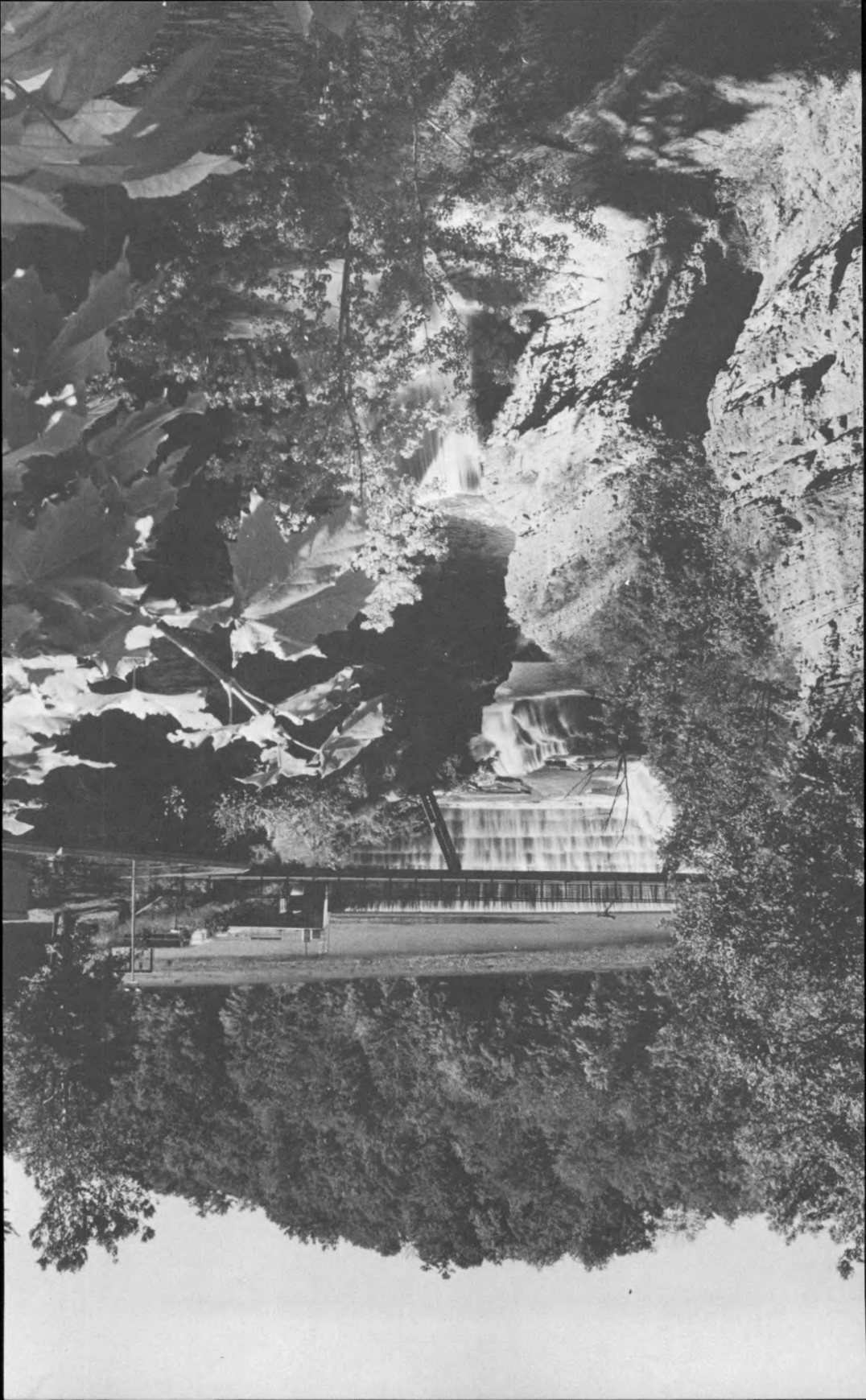
There are three "tracks" in the M.P.S. program. Track I is a two-year program covering the broad spectrum of hotel management and is available for students with a four-year degree in an area other than hotel administration. Track II is for students with a B.S. in hotel administration from an institution other than Cornell, and requires one to two years to complete. Track III is for students with an undergraduate degree from Cornell's School of Hotel Administration, and normally requires one

year. Further information about the curriculum is given on pages 31 and 33.

Each M.P.S. candidate must write an investigative paper under the guidance of an adviser, and meet the practice requirement.

M.S. and Ph.D. Degrees

Persons interested in obtaining the Master of Science degree must first fulfill the School's regular B.S. degree requirements. The M.S. normally requires one full year of residence beyond the bachelor's degree and completion of an acceptable original thesis. Exceptionally well-qualified graduates of the M.P.S. and M.S. degree programs may be accepted for work toward the Ph.D. degree.



Cornell University

Finances

The School is fortunate in having extensive scholarship resources donated by generous friends and alumni. As the costs of education increase, more students are unable to meet these costs without assistance. Thanks to the scholarships listed below, the School is able to offer grants, short-term loans, and job opportunities.

The work-study program provides supervisory positions in the School-operated Statler Inn for a few selected juniors and seniors. The practice requirement program offers part-time employment in many areas of the Inn, and teaching assistantships are available in the School.

Other opportunities are available to the student who wishes to be self-supporting. During the academic year, students can ordinarily earn their room or meals, thereby reducing their school-year budget. While many earn more, the sacrifice of time and energy often limits their academic attainment, especially during the first year. Earnings from work during the summer and the winter intersession range from \$600 to \$1,500.

For detailed information regarding tuition, fees, and expenses, students should consult the *Announcement of General Information*.

For the academic year 1977-78, tuition is \$2,200 per semester.* Living expenses vary among students, averaging about \$3,000 per year. Total school-year expenses for each student therefore generally exceed \$7,000.

Scholarships and Other Aids

Many students displaying real promise and ability simply cannot meet their financial obligations without substantial scholarship assistance. The School of Hotel Administration has developed considerable financial aid and loan resources so that many deserving young people can count on assistance. However, the School can only supplement personal resources.

Financial aid is available from the general scholarship fund of the University and a number of Hotel

* The amount, time, and manner of payment of tuition, fees, or other charges may be changed at any time without notice.

School scholarships. Aid is also available through work opportunities on the campus and in the community, and through loan funds supported by School friends and alumni.

Applications

Freshman Applicants and Transfer Students seeking scholarship aid through any of the scholarships awarded by Cornell University may become applicants by completing the financial aid form sent with the Cornell admission application. With the exception of those who declare financial independence, students must file Parents' Confidential Statement (PCS) forms obtainable through their high schools and from the University Financial Aid Office in Day Hall.

The application is handled through the College Scholarship Service, which centrally processes scholarship applications for many universities so that information provided for Cornell is available for use by all other participating universities as well. The application then becomes valid for any scholarship open to Cornell students, for any scholarship awarded by the School of Hotel Administration, and for such scholarships at other institutions as may be indicated. The application for financial aid is due with the admission application.

In the awards, consideration is given to the financial situation of the student and his or her family and to the student's academic ability as evidenced by preparatory school records, scholastic aptitude test scores, and the interview.

Prospective students are also eligible for a number of scholarships awarded by non-Cornell agencies. Some are described on pages 24-25. New York State offers various types of financial assistance to qualified college students who are state residents. Information may be obtained by writing to the New York State Higher Education Services Corporation, Student Financial Aid Section, 99 Washington Avenue, Albany, New York 12230.

Continuing students already enrolled in the School may obtain information regarding scholarships in the School's financial aid office. Application forms are available at the University Financial Aid Office,

Day Hall, for domestic students and at the International Student Office for international students.

International students may apply for Cornell University aid as directed in admission materials, but may not apply for aid from the School itself until after successfully completing one full year at the School. Exceptions to this are considered only for scholarships designated for students from a specific country. Information requests should be directed to the Financial Aid Office, School of Hotel Administration, Cornell University, Statler Hall, Ithaca, New York 14853.

Scholarships Awarded by the School

The Laventhol & Horwath Scholarship, endowed by the original firm of Horwath & Horwath as the School's first scholarship, now adds to the income on the endowment an amount to bring the annual total available to \$1,500.

The Needham and Grohmann Scholarship, established in 1933 by the advertising agency of that name, entitles the holder to \$600 a year, and recognizes particularly scholarship in hotel advertising.

The A. E. Stouffer Scholarship, established by the Stouffer Corporation, operators of the Stouffer Restaurants in various American cities, entitles the holder to the income available from the A. E. Stouffer Scholarship Endowment Fund and recognizes particularly scholarship in subjects related to restaurant operation.

The New York State Hotel and Motel Association Scholarship, supported by subscriptions from members of that association, provides stipends of varying amounts. In the award, preference is given to residents of New York State.

The Partridge Club Scholarship, established by the Partridge Club of New York, Inc., is supported by an annual grant of approximately \$1,000. The award is open to a needy student who is a citizen of the United States and a resident of metropolitan New York.

The Thomas L. Bland Scholarship, consisting of the income available from a bequest, is awarded with preference being given to residents of the late Mr. Bland's native state of North Carolina.

The F. and M. Schaefer Scholarship was established in 1940 by an endowment as a memorial to Frederick and Maximilian Schaefer, founders in 1842 of the F. and M. Schaefer Brewing Company. In making the award, preference is given, where equitable, to students from New England or the Middle Atlantic states.

The Ralph Hitz Memorial Scholarship is supported by an endowment contributed by his friends to honor the memory of the late Ralph Hitz, founder of the National Hotel Management Company.

The Herbert L. Grimm Memorial Scholarship consists of the income from an endowment con-

tributed by the friends of the late Mr. Grimm through the Pennsylvania Hotels Association, of which he was for many years an active member.

The Albert Pick Hotels and Motels Scholarship is supported by an annual donation of \$500 from Albert Pick, Jr., president of the Pick Hotels Corporation, Chicago, Illinois.

The Duncan Hines Foundation Scholarships are grants of \$1,000 donated by the trustees of the Duncan Hines Foundation, for the benefit of students "engaged in special studies in foods, food values, dietetics, culinary arts, and similar subjects."

The John Sherry Scholarship was established in recognition of Mr. Sherry's many years of voluntary service on the faculty.

The Anheuser-Busch Scholarships, supported by an annual donation of \$2,500, are awarded on the basis of academic excellence, financial need, and leadership qualities.

The Frank A. McKowne Scholarship, originally established by the School itself in memory of Mr. McKowne and in recognition of his many years of service as chairman of the Committee on Education of the American Hotel Association, was endowed in 1952 by the Statler Foundation, of which he was for many years a trustee. Grants are made in amounts of up to \$1,500 a year.

The McCormick and Company Scholarship is supported by an annual grant of \$600 from McCormick and Company of Baltimore.

The Hotel Association of New York City Memorial Scholarships, established by that association as memorials to its deceased members, are supported by annual grants of \$1,000. The awards are open to students from the area of metropolitan New York. Preference is given to children of hotel employees.

The Ellsworth Milton Statler Scholarships were established by the Statler Foundation in memory of the founder of Hotels Statler Company, who was the donor, through the Foundation, of Statler Hall. The scholarships carry an annual stipend of \$500 to \$2,500 each.

The Pittenger Scholarship was created from a bequest by the late George W. Pittenger, for many years an officer of the American Hotel Association. The award is open to a student from Switzerland.

The Callis Scholarship, initiated through the generosity of the late Mr. H. B. Callis, long-time friend of the School, in the name of his two sons, E. C. Callis '42, and H. B. Callis, Jr. '49, is supported by the income from an endowment fund.

The Howard Johnson Scholarships, initiated in 1955, are maintained by annual grants from the Howard D. Johnson Company. One or more scholarships are awarded with preference to students

with a past affiliation or a career interest in the company.

The Hilton Hotels International Scholarship of \$2,000 was established by Conrad N. Hilton to be awarded each year to outstanding foreign students whose scholastic record and personal character and attributes make them worthy of recognition.

The H. B. Meek Scholarship was initiated by E. Lysle Aschaffenburg, who solicited contributions from friends and alumni.

The Scholarship of the New York City Chapter, Cornell Society of Hotelmen, is maintained by contributions from members of the Chapter. Preference is given to candidates from the metropolitan New York area.

The Scholarship of the Philadelphia Chapter, Cornell Society of Hotelmen, is maintained by contributions from members of the Chapter. Preference is given to candidates from the Philadelphia area.

The John Courtney Memorial Scholarship was established by the Cornell Society of Hotelmen, the organization of the alumni of the School of Hotel Administration, in memory of John Courtney, a member of the School's first graduating class, a long-time member of its faculty, and secretary of the Society from its founding in 1928 to his death in 1957. Members of the Society and friends established an endowment, the income from which provides one or more annual awards.

The Grossinger Scholarships, established in tribute to Mrs. Jennie Grossinger, are supported by annual grants of \$250 each from Mrs. Grossinger's son Paul '36, and from the Grossinger Hotel.

The Pleasant Valley Wine Company Grant is supported by an annual contribution of \$1,000. Preference is given to those who are employed at the Statler Inn.

The Sheraton Foundation Scholarship of \$2,000 was established by that organization to provide two or more awards.

The Corning Glass Works Foundation Scholarships, originally established in 1960, were later endowed through a centennial campaign gift and the income is awarded annually.

The Taylor Scholarships are provided from the income of a \$1 million endowment to the School in replacement of the Taylor Scholarship Foundation established and directed during his lifetime by the late S. Gregory Taylor, former president of the Hotel St. Moritz in New York City. It was later directed by his brother, Charles G. Taylor, and presently by the latter's widow, Marica A. Taylor. Awards are made annually up to a maximum of \$3,000, with preference given to students of Greek descent.

The National Distillers Products Scholarship is supported by an annual grant of \$1,000 from the National Distillers Products Company.

The Cornell Society of Hotelmen Memorial Scholarship is supported from an endowment established by individual subscriptions and a grant from the Society as a continuing memorial to deceased alumni and friends of the School, currently including: Isabelle Anderson, Joan Anthony, James H. Barrett, Leslie Bentley, Henri P. Blanc, Robert Buell, Morgan R. Cary, Charles Christoph, Walter Clist, Jr., John M. Crandall, Russell T. Downs, Francis F. Edgerton, Clark Fountain, Alfred G. Fry, Foster H. Gurney, Ernest Henderson, Robert E. Hewitt, Carl D. Hoffmeister, E. Charles Jackson, Sharon L. Jackson, C. Frederick Kellogg, Jr., Edgar A. Kudlich, William H. Lodge, Robert E. Love, John J. Lynch, H. Alexander MacLennan, Curtis Mosso, Jess B. Neuhauser, James L. Newcomb, John O. Nothelfer, Bruce Parlette, Karl F. Perry, Frank H. Randolph, Edward A. Reckhow, Clifford Reulein, Eben S. Reynolds, J. Bruce Rogers, Edward T. Schimmel, Reed Seely, Thomas W. Silk, Joseph L. Sochacki, James E. Truban, Raymond Williams, and William Bruce Wright.

The Howe Folding Furniture Scholarship, established by the manufacturing firm of that name, is supported by an annual grant of \$500 and particularly recognizes interest and scholarship in the field of convention hotel operation, with preference given to members of minority groups.

The Dorothy and Charles '26 Sayles Grant-in-Aid is open to a needy and promising hotel student who has completed at least one term in the School of Hotel Administration.

The Merle Marcus Memorial Scholarship is an annual donation of \$100 in memory of a deceased member of the Southern California Chapter of Hotel Sales Management Association.

The Paul T. Kilborn Memorial Scholarship was established in memory of Mr. Kilborn, a leader in the hotel industry throughout his life, and is maintained by gifts from his son and daughter-in-law, Paul '50 and Justine Kilborn. In keeping with Mr. Kilborn's practice of sponsoring immigrants to this country, the award is made to a foreign student who might otherwise be unable to attend Cornell University.

The Marriott Corporation Scholarship Grant, an annual gift of varying amounts up to \$1,500, is awarded with preference for students with a personal or family affiliation with the Marriott Corporation.

The Dubois Chemicals Scholarship provides an annual gift of \$500.

The Dewey MacLain Scholarship was established by the will of Mr. MacLain, who bequeathed his entire estate of over \$100,000 to the School.

The Barney L. Allis Memorial Scholarship, supported by funds provided annually by Mr. Philip '54 and Mrs. Pistilli, formerly of the Hotel Muehlebach in Kansas City, Missouri, was established in memory of the long-time proprietor of that famous hotel.

The Mrs. Edmund Ezra Day Scholarship was established by Brooke Inns, Inc.—John A. Brooke '57, president; David L. Brooke, '50, vice president—in honor of the widow of the fifth president of Cornell University. It is awarded as either a scholarship or loan.

The Sonnabend Scholarship was established in memory of Mr. A. M. Sonnabend, founder of the Hotel Corporation of America, with an endowment. The Sonnabend Foundation, under the direction of Paul Sonnabend '50, contributes annually to the gift and thereby increases the income awarded. Preference is given to students from minority groups and to sons and daughters of employees of the Sonesta International Hotels Corporation.

The Sonesta International Hotels Corporation Scholarship provides an annual award in the amount of \$1,000, with preference given to members of minority groups and sons and daughters of employees of the corporation.

The Winegardner-Hammons Operations, Inc. Scholarship is supported by an annual gift of \$500, to be awarded to a student with a demonstrated interest in innkeeping. The firm owns and operates Holiday Inn franchises.

The American Hotel & Motel Association Scholarship provides an annual award of \$1,000.

The A. L. Mathias Scholarship was established with a gift from George D. Mathias '58 in honor of his father.

The Western International Hotels Hard Corps Scholarship provides financial assistance, in the amount of \$700 annually, to students who are interested in managing a hotel.

The Metropolitan Club Managers Association Scholarship originated as an annual award contributed by the association for a continuing student who resides in the New York metropolitan area. Since 1974, the association has requested that the annual contributions be held for a \$10,000 endowment. The income will then be awarded to a student meeting the same specifications.

The Schenley Affiliated Brands Corporation Scholarships are supported by annual grants of \$2,500 to be awarded to four or five seniors.

The Alice Seidler Statler Scholarship Fund was established by the will of the widow of Ellsworth Milton Statler to provide scholarships assisting students in the School of Hotel Administration.

The Leonora and Oscar Greene Scholarship is supported by an annual gift of \$500.

The Rockresorts Scholarship fund provides \$1,250 annually toward the study expenses and travel costs of one student, with preference given to students from Puerto Rico. Rockresorts, controlled by Laurance S. Rockefeller, is owned in part by Eastern Airlines.

The Conrad N. Hilton Scholarship represents an endowment from the founder of Hilton Hotels Corporation, the income from which will be used for an annual award.

The Duty Free Shoppers Scholarship originated with an endowment of \$10,000 by Duty Free Shoppers, Ltd., and annual contributions to date have increased the principal to \$75,000. The income provides annual awards, with preference given to residents of the Pacific area.

The Albert E. Koehl '28 Memorial Scholarship represents the income from an endowment set up by his family and friends to honor his memory.

The Forster Educational Foundation Scholarship, an annual gift in varying amounts, provides awards up to a total of \$6,000 to several students majoring in accounting.

The Lex Hotels Scholarship, established by that company, is available to British students.

The Chinn Ho Foundation Scholarship consists of \$1,000 annual grants from the foundation for one Oriental student from the Pacific Basin.

The Howard Conrad Memorial Scholarship originated with gifts from his family in his memory and in 1977 was established as an endowment through an additional \$10,000 gift by Mrs. Conrad. The Conrads' interest in the School of Hotel Administration was initiated by their son, H. Phillip Conrad, Jr. '70.

The School of Hotel Administration 50th Anniversary Scholarship was established in 1972 with an endowment of \$10,000, contributed by alumni and friends of the School commemorating that occasion.

The Frederick G. Ashe Memorial Scholarship was established to honor a former student, Frederick G. Ashe, with contributions by his parents, Mr. and Mrs. Arthur J. Ashe, his brothers, Dr. Arthur J. Ashe III and Mr. William C. Ashe, and his friends. Income from the endowment is specified for juniors and seniors.

The Martin Samuels Memorial Scholarship was established to honor Mr. Samuels by his daughter and son-in-law, Ruth and Harry Schapiro, with an endowment of \$5,000.

The Jeremiah J. Wanderstock Memorial Scholarship was established to honor the memory of Dr. Wanderstock, a long-time professor at the School of Hotel Administration. The fund of \$10,000 is endowed.

The Clarence W. Wannop Memorial Scholarship was established as an endowment with a total contribution of \$10,000 by Henry W. and John W. Wannop (both '42) to honor the memory of their father. The award is specified for a citizen of the United States who has a definite interest in the resort hotel or resort club business.

The Christopher Ryder House Scholarship is contributed by the owner of this well-known restaurant, Donald Kastner '43, as an annual gift in amounts up to \$500.

The Julius Wile Scholarship was established with a gift for endowment.

The Lee F. Dickinson Memorial Scholarship is maintained through gifts ranging up to \$3,000 from Philip D. Rowe, Jr. '48, to honor his grandfather.

The Welch Foods, Inc. Scholarship provides one or two annual awards totaling \$1,000.

The School of Hotel Administration Scholarship is funded by gifts of varying amounts received from alumni and friends.

The William Wallace Dietz Memorial Fund was established with an endowment of \$5,000 in 1974 by the colleagues and friends of Mr. Dietz, who was affiliated with the hospitality industry in the Monroe County area of New York. The income provides annual awards, with preference given to residents of Monroe County.

The Alameda Plaza Hotel Scholarship was established by a gift from the J. C. Nichols Co., owner of that hotel. Philip Pistilli '54, president of the hotel, specified that preference be given to a daughter or son of an Alameda Plaza Hotel or J. C. Nichols Co. employee.

The Lenox Hotel of Boston Scholarship, established by a gift from that hotel, provides an award of \$500 to a capable upperclass student, with preference given to a student interested in the management of independent hotel properties.

The Theodore W. Nyerges Memorial Scholarship is provided through a gift in his memory by nine fellow alumni.

The Richard J. Bradley '63 Scholarship was established with a gift for endowment.

The Ben Slutsky Memorial Award was originated with a contribution by the Brookshire Foundation in memory of Mr. Slutsky, a leader in the development of the Catskill Mountains in Ulster County as a year-round resort area. In 1975, a gift from Ben Slutsky's wife and son, Charles R. '62, was added to the original memorial for an endowment. The income provides an annual award to a student with an interest in resort management, with preference given to residents of Ulster County.

The Hilda L. Gifford '26 Scholarships are maintained by an annual gift of \$1,000 and the income from the endowment established through a gift of \$5,000. Mrs. Gifford, the first alumna of the School, has indicated her intent to increase the endowment.

The Donald D. Woodworth '57 Scholarship is maintained by annual gifts in varying amounts.

The Carmen B. Wirth Scholarship was established by a gift for endowment. Mrs. Wirth, who is involved in the hospitality industry, also has two sons who are alumni of the Cornell School of Hotel Administration.

The Scholarship of the Washington Chapter, Cornell Society of Hotelmen, is maintained by contributions from members of the chapter. Preference is given to candidates from the Washington, D.C. area.

The Robert A. Freeman '63 Scholarship was established by a gift for endowment.

The Howard Aronson Scholarship provides awards through gifts presented in honor of Mr. Aronson's many years of service in the hospitality industry. He is currently president of the Howard Johnson's in Fayetteville, New York.

The Frank M. Wangeman '72 Memorial Scholarship was established to honor his memory. The gifts from family, friends, and his employer, the Hilton Corporation, made an endowment possible. Annual awards will be presented with preference to students who have an affiliation with the Hilton Corporation.

The James M. Franzen '69 Memorial Scholarship was established as an endowment in Mr. Franzen's memory through a gift from Mrs. Franzen. Additional gifts from friends were included in the endowment fund.

The Class of '73 Scholarship is available through gifts presented by the alumni of 1973.

The Elbridge and Mary Stuart Foundation Scholarship is maintained through gifts by the foundation. Awards are presented in an amount equal to full tuition.

The James H. Barrett '43 Memorial Scholarship was established by gifts from family and friends as an endowment to honor the memory of Mr. Barrett, a former member of the School of Hotel Administration faculty.

The E. Ronald Milner '55 Scholarship is being established through annual gifts which are being held for endowment.

The Donald N. Pritzker Memorial Scholarship is being established through annual gifts from the Hyatt Corporation which are being held for endowment. Mr. Pritzker was one of the founders of the Hyatt Corporation and served as president.

The Helen J. Recknagel Scholarship was established as an endowment upon her retirement from the Cornell School of Hotel Administration faculty. Dr. Recknagel was the first full-time woman faculty member and the first editor of *The Cornell Hotel and Restaurant Administration Quarterly*. The income is awarded with preference to woman graduate students.

The Cini-Grissom Associates Scholarship is available through gifts presented to the School by the company president, Mr. John C. '54 and Mrs. Cini.

The Holiday Inns Scholarship is available through gifts presented to the School by the company. Preference is given to candidates having an affiliation with a Holiday Inn.

The Sky Chefs Scholarship is maintained by the company through gifts in varying amounts.

The Kriendler-Berns Foundation Scholarship was established with a gift in the amount of \$500 presented to the School by members of the board of directors of the foundation.

The Hiram Walker Scholarship is maintained by the company through gifts in the amount of \$500.

The Western International Hotels Cornell Alumni Scholarship is maintained by gifts from alumni of the School who are affiliated with Western International Hotels.

The Restaurant Management Corporation Scholarship is supported by annual gifts in the amount of \$1,000. Awards are specified for freshmen or sophomores with an interest in the fast food area. Recipients must have at least one summer's experience in the business.

The George Albert Mouchett Memorial Scholarship was endowed to provide continuing assistance to black Bermudians for continuing education in the hospitality industry.

The James W. McLamore '47 Scholarship was initiated through several contributions to the University and specified for use by the School of Hotel Administration. An endowed fund has been established.

The Scholarship of the Georgia Chapter, Cornell Society of Hotelmen, is maintained by contributions from members of the chapter. Preference is given to candidates from Georgia.

The Scholarship of the Toronto Chapter, Cornell Society of Hotelmen, is maintained by contributions from members of the chapter. Preference is given to candidates from the Toronto, Canada, area.

The Gail Brazilian Bailey '59 Memorial Scholarship was established to honor her memory. Contributions from family and friends have provided an endowment.

The Arthur R. Williams Memorial Scholarship was established by gifts from family and friends in his memory. Mr. Williams was an active participant in the hospitality industry, and his daughter Pamela is an alumna ('73).

The Walter Herrmann '52 Scholarship was established by gifts from family and friends to honor the memory of Mr. Herrmann, a former manager of Statler Inn and member of the School of Hotel Administration faculty.

The Pamela Pace '77 Memorial Scholarship was established by gifts to honor her memory.

Scholarships Awarded by Other Agencies

The Statler Foundation Scholarships are granted to students enrolled in courses in hotel administration and are administered through various state hotel and motel associations. Students at Cornell have been assisted through the Indiana, New Jersey, and New York State Hotel and Motel Associations, and the Pennsylvania Hotel-Motor Inn Association.

The Adrian Phillips Educational Fund was established by the Hotel Sales Management Association to honor Mr. Phillips, their first executive vice president, who conducted a course in hotel sales promotion at Cornell University for twenty-five years. The scholarships are open to students holding membership in the Hotel Sales Management Association chapters at various hotel and restaurant schools. Information and applications for Cornell students may be obtained from the student chapter president at Cornell University, Statler Hall, Ithaca, New York 14853.

The National Institute for the Foodservice Industry Scholarships are sponsored by the Institutional Foodservice Manufacturers Association (IFMA). Applications may be obtained at the School's financial aid office or by writing to the National Institute for the Foodservice Industry, 120 South Riverside Drive, Chicago, Illinois 60606.

The NIFI—Heinz Scholarships are awarded annually in amounts up to a maximum of \$3,300 for a three-year period to five students enrolled in a food service management program. Students are eligible only after completion of the freshman year in a senior college or on transfer with one or two years credit from a junior college.

The Golden Plate Scholarships. Several awards in the amount of \$600 are made annually to students enrolled in a college-level food service management program.

The NIFI Graduate Fellowship in the amount of \$2,000 is awarded on a competitive basis to a teacher or administrator who has undertaken, or is about to undertake, a program leading to a graduate degree to improve skills in teaching or administering occupational food service education.

The NIFI Teacher Training Grants. Seven awards, each in the amount of \$500, are granted on a competitive basis to teachers and other faculty members who are instructing, or scheduled to instruct, courses preparing students for occupational food service careers. Applicants must have undertaken, or be about to undertake, training programs (academic, in-service, on-the-job, or other) to improve their qualifications for teaching food service courses.

The Arthur L. Roberts Memorial Scholarship Fund was established in memory of the late Arthur L. Roberts, who for many years was one of the country's outstanding hotelmen. The scholarship, awarded to a student enrolled in the School of Hotel Administration at Cornell, will provide a maximum of \$2,000 per year for four years. This award is open to applicants who are residents of the state of Minnesota, or to a child or grandchild of a former employee of Mr. Roberts or of the Arthur L. Roberts Hotel Company. Awards are made by a selection committee appointed by the trustees of the fund.

Food Service Executive Association Scholarship Grants for the purpose of assisting deserving students enrolled in post high school, full-time courses in food service and/or management must be applied for through a chartered branch of that organization. Grants are in the amount of \$250 and applications must be submitted before March 1. For information regarding addresses of branch offices contact the Food Services Executives Association Office located at 508 IBM Building, Fort Wayne, Indiana 46805, or the School Financial Aid Office at Statler Hall.

A limited number of Statler Foundation grants also are administered through the Food Service Executives Association. A special application form is used but the completed forms should be submitted in the same manner as the FSEA grants.

The Club Managers of America Scholarships were established primarily to assist students who have demonstrated an interest in club management. Recipients are selected from sophomores, juniors, and seniors registered in hospitality programs in accredited schools and universities, with preference given to relatives of club managers. For application write to Secretary, Scholarship Committee, Club Managers Association of America, 5530 Wisconsin Avenue, Suite 705, Washington, D.C. 20015.

Further information regarding other outside awards may be obtained from the School's financial aid office, Statler Hall.

Grants and Assistantships

In addition to the scholarships named above, hotel students are eligible for the general University scholarships (see the section above concerning application for the various scholarships). These include: the Cornell National Scholarships, carrying various stipends; the University undergraduate scholarships; and the federal and state government grants.

Loans

Short-term loans in small amounts are available through the School of Hotel Administration Loan Funds. For information, contact either the office of the Cornell Society of Hotelmen or the School's financial aid office, Statler Hall.

The Cornell Society of Hotelmen Loan Fund was established by the society to provide short-term loans in small amounts.

The Ye Hosts Loan Fund was established by this recognition society of the School for students in need of temporary financial assistance.

The Raymond M. '52 and Mary Jo Cantwell Loan Fund was established by Mr. Cantwell with a check he received as winner of an Idea Bank Contest conducted by Admiral Sales Corporation. A member of the School's faculty, Mr. Cantwell continues to make contributions to the fund.

The Barney L. Allis-Louis and Dorothy Kovitz Scholarship Loan Fund was established by Dr. and Mrs. Louis Kovitz and Mrs. Susi Allis Kohan, relatives of one of America's distinguished hotelmen, as a tribute to the memory of Barney L. Allis, long-time proprietor of the Hotel Muehlebach in Kansas City, Missouri.

The Dr. V. Allen Christian Student Loan Fund was established with an initial gift of \$1,000 from Professor V. A. Christian '61 in memory of his father.

The Grohmann Scholarship and Loan Fund in the initial amount of \$25,000 was established by the H. Victor Grohmann '28 family. Mr. Grohmann is a Cornell trustee emeritus and a member of the School's faculty. Preference is given to varsity athletes, fraternity men, sorority women, and international students.

The Terrance Harland Memorial Loan Fund was established with an initial contribution by Professor V. A. Christian '61 in memory of Terrance Harland, son of Mr. and Mrs. John Harland of the Miami Beach Holiday Inn. There have been additional donations to the fund.

The Donald N. Pritzker Memorial Foundation Loan Fund was initiated with a contribution of \$5,000 to honor Mr. Pritzker, one of the founders and a former president of Hyatt Corporation.

The Thomas A. Ryan Loan and Scholarship Fund is supported by contributions in his memory. Mr. Ryan's association with the L. J. Minor Company, food products manufacturer, created a strong friendship with School faculty and alumni.

The Class of '74 Loan Fund is maintained through gifts presented by the alumni of 1974.



Programs Leading to Academic Degrees

The opportunities for the student to achieve a fulfilling career in the lodging, food service, and travel industries are manifold. These industries have undergone tremendous change and development during the history of the School and today are among the most challenging and rapidly expanding fields of human endeavor.

For more than fifty years, the School's graduates have found that their basic educational preparation provided them with a desirable background to become leaders in these industries and to help shape industry development around the world. During the intervening years, the School's curriculum has benefited from the close guidance of these industry leaders.

Thus, the programs leading to the undergraduate bachelor's degree represent the combined efforts of university educators and of those who are closely attuned to the educational needs of industry. For this reason, the programs outlined below include courses in the liberal arts, some of them specifically named and others to be taken as free electives, and basic courses dealing with the fundamental concepts of the industries that the student is preparing to enter.

The basic program leading to the degree in hotel administration, as set forth below, can be further enriched with a broad selection of elective courses offered by the School and elsewhere in the University. For instance, the student wishing to specialize in financial management, in food and beverage management, or in any other area will find an extensive list of elective courses offered within the School and a suggested list of courses offered by other University divisions in the next section, "Description of Courses."

Students wishing to earn an advanced degree have an equally broad selection of courses designed to fulfill their specific needs. Graduate students are enrolled in programs that link their previous educational background with the concepts and training basic to industry requirements. For further information on graduate degree programs, the reader should contact Professor Stanley W. Davis, Graduate Faculty Representative, School of Hotel Administration, Cornell University, Ithaca, New York 14853.

Requirements for Graduation

Regularly enrolled students in the School of Hotel Administration are candidates for the degree of Bachelor of Science. The requirements follow:

1. Completion of eight terms in residence.*
2. Completion, with a minimum average of 2.0, of 122 credit hours, required and elective, as set forth in the table on p. 28.
3. Completion of two units of practice credit before entering the last term of residence, as defined on pp. 28-29.
4. Completion during the first four terms of residence of the University requirements in physical education.

Suggested programs of courses arranged by years appear on pp. 29-31. The specifically required courses indicated account for 85 of the total of 122 hours. From the hotel electives, some combination of courses totaling at least 13 credits is to be taken. The remaining 24 credits may be earned in courses chosen at will from the offerings of any college of the University provided only that the customary requirements for admission to the courses chosen are met.

Students in the School of Hotel Administration who plan to attend summer school at Cornell or elsewhere and Cornell students who propose to attend any other university, with the expectation that credit thus earned might be counted toward the Cornell degree in hotel administration, should obtain the approval of the School in advance. Credit will not be allowed otherwise.

Credit earned in the courses in military science, air science, or naval science may be counted in the 24 credit group of free electives. Both men and women students are required by the University Faculty to take four courses in physical education, but no credit for the academic degree is allowed for these courses.

*Students transferring from other colleges and universities may be allowed appropriate credit against the residence requirements at the time of admission. In addition, in individual exceptional cases, the faculty may elect to modify the residence requirement.

Grading System

Letter grades ranging from A+ to F are given to indicate academic performance in each course. These letter grades are assigned a numerical weight for each term average as follows: A equivalent to 4.0; B to 3.0; C to 2.0; D to 1.0; F to 0.0. For good standing, the student should maintain a minimum average of 2.0. In order to graduate, a cumulative average of 2.0 and a final term average of 2.0 are required as minimums. Of the *free* elective courses for which a student may be enrolled in a given term, a maximum of three credits may be on a "satisfactory-unsatisfactory" basis. This provision is exclusive of any hotel administration courses offered only on an S-U basis such as H.A. 112 and 115.

Students whose term average is at least 3.3 and composed of at least twelve credit hours of letter grades, with no unsatisfactory or incomplete grades, are honored by being placed on the Dean's List.

Practice Requirement

As part of degree requirements, each undergraduate enrolled in the School of Hotel Administration must complete a minimum of two summer periods of ten weeks each of full-time, supervised employment and file acceptable reports for each work period.* This requirement may also be satisfied by completing one such summer work period and sufficient part-time work to equal ten full-time work weeks. Again, acceptable reports must be filed. Students entering the School who have had extensive work experience may satisfy one-half of the work experience requirement if they make application for approval to the Practice Credit Committee at the time of matriculation and submit an acceptable report during the first term following matriculation by the stated deadline. Students are not permitted to register for the final term of residence until they have satisfied the practice requirement in full.

* As set forth in the Practice Instruction Handbook, supplied on request to the School of Hotel Administration, Cornell University, Ithaca, New York 14853.

The requirement has a number of objectives. Students can test their interest in work in the field. They can learn by experience the points of view of the employee and by observation the duties of fellow workers in related jobs, in superior and inferior posts. With thought and imagination they can reflect upon and learn something of the problems of management and their solution. Upon returning to the classroom, students can draw upon this experience to illustrate and to understand the ideas developed by the instructor. After graduation, they can rest their application for permanent employment in part upon the practice experience record and in many cases can rely on contacts established during the practice period to initiate and support their candidacy.

Since cadets in the Army Reserve Officers Training Corps are expected to spend six weeks in camp during the summer before their senior year, it is especially desirable that hotel students who plan to join the Corps and to elect the advanced courses in military science make every effort to expedite their practice work early. Similarly, students enrolled in the Navy Reserve Officers Training Corps who must make summer cruises should anticipate the practice requirements as much as possible.

Although the practice is an essential part of the student's program, the School does not guarantee summer positions. Through the School's numerous contacts with the hotel and restaurant industry a considerable number of openings are available for students of high promise. Other students are assisted in finding work, and ordinarily American students find jobs quite readily. Jobs suitable for foreign students are considerably less numerous. Consequently, the foreign student must expect to have more difficulty in getting located. The School will give what assistance it can to foreign students, but in no case can guarantee placement or assume responsibility for it.

Some hotel and restaurant organizations (among them the Sonesta Hotels, Hilton Hotels, Inter-Continental Hotels Corporation, Sheraton Hotels, and Stouffer's and Marriott Corporation) make a point of providing experience opportunities for Cornell

Course Requirements for Graduation

Specifically required courses

	Credits
Management: HA 111, 211, 112, 114	10
Financial management: HA 121, 122, 125, 221, 222, plus three additional credits	18
Food and beverage management: HA 131, 132, 231, 232	12
Administration: HA 241, 242, plus three additional hours of economics (p. 43); HA 341, 344	15
Properties management: HA 251, 351, 352, 451	12
Managerial communications: Freshman Seminars I and II; HA 265	9
Science: HA 171, 172, 173	9

Total specifically required courses

Hotel electives 13

Free electives 24

Total credits required for graduation

122

students, giving them special apprenticeship arrangements with rotated experience.

Upperclass students in limited numbers are encouraged to enroll in work-study programs which involve six to eight months of on-the-job managerial instruction and experience. The details of these programs are set forth in the description of Hotel Administration 610 (see Directed Study, p. 37).

Students desiring consideration for admission to one of these programs should make application to the associate dean at least one term in advance.

Undergraduate Curriculum

This typical arrangement of courses, year by year, is offered for illustration. The courses mentioned are described in detail on pp. 35-51.

Freshman Year

Typically, a freshman schedule would consist of 16 to 18 credits each semester, selected from the following courses.

<i>Specifically required courses</i>	<i>Credits</i>
Freshman Seminars (2)	6
Introductory Psychology, HA 111	3
Orientation, HA 112	1
Information Systems I, HA 114	3
Financial Accounting, HA 121	3
Hospitality Accounting Systems, HA 122	3
Finance, HA 125	3
Fundamentals of Managing Service, HA 131	3
Commercial Food Service Preparation, HA 132	3
Food Chemistry I and II, HA 171-172	7
Sanitation in the Food Service Operation, HA 173	2
	—
	37
<i>Suggested electives*</i>	<i>Credits</i>
Lectures in Hotel Management, HA 115	1
Typewriting, HA 161	2

* Thirteen credits of hotel electives are to be taken.

Sophomore Year

<i>Specifically required courses</i>	<i>Credits</i>
Management of Human Resources, HA 211	3
Intermediate Accounting, HA 221	3
Managerial Accounting in the Hospitality Industry, HA 222	3
Meat Science and Management, HA 231	3
Operational Food Production Systems, HA 232	3
Macroeconomics, HA 241	3
Microeconomics, HA 242	3
Property Management Graphics, HA 251	3
Effective Communication, HA 265	3
	—
	27

<i>Suggested electives</i>	<i>Credits</i>
Housekeeping, HA 212	2
Hotel Computing Applications, HA 214	3
Front Office Machine Accounting, HA 223	1
Food and Beverage Control, HA 224	2
Hotel Accounting, HA 226	3
Training Techniques in Service and Beverage, HA 235	2
Principles of Marketing, HA 243	2
Report Typing, HA 261	2

Junior Year

<i>Specifically required courses</i>	<i>Credits</i>
Financial Management (chosen from courses listed on pp. 39-40)	3
Law of Business, HA 341	3
Law of Innkeeping, HA 344	3
Mechanical and Electrical Systems I and II, HA 351-352	6
	—
	15

<i>Suggested electives</i>	<i>Credits</i>
Resort and Condominium Management, HA 215	3
Marketing Management, HA 216	3
Psychology in Business and Industry, HA 314	3
Seminar in Organizational Behavior and Administration, HA 315	3
Advertising and Public Relations, HA 317	2
The Psychology of Advertising, HA 318	2
Investment Management, HA 322	2
Financial Analysis and Planning, HA 323	3
Introduction to Statistical Analysis and Inference, HA 326	3
Seminar in Convenience Foods, HA 331	2
Franchising in the Hospitality Industry, HA 244	2
Tourism, HA 245	3
Law of Business II, HA 342	3
General Survey of Real Estate, HA 346	2
Development of a Hospitality Property, HA 349	3
Introductory Food Facilities Engineering, HA 353	3
Auditing (B&PA)NBA 505	3

Senior Year

<i>Specifically required courses</i>	<i>Credits</i>
An economics elective*	3
Physical Plant Planning and Construction, HA 451	3
	—
	6
<i>Suggested electives</i>	<i>Credits</i>
Marketing Management, HA 216	3
Union-Management Relations in Private Industry, HA 311	3

* The requirement in economics may be satisfied by a minimum of three credits in any course in economics beyond Hotel Administration 241, 242, or by such courses as 216, 243, 311, 322, 323, 346, 347, 348, 441, 443. See also p. 43.

30 Undergraduate Curriculum

Development of Training Programs, HA 313	3	Hotel Computing Applications, HA 214	3
Seminar in Franchising, HA 316	2	Resort and Condominium Management, HA 215	3
Principles of Management, HA 412	2	Marketing Management, HA 216	3
Hotel Sales, HA 414	2	Union-Management Relations in Private Industry, HA 311	3
Integrated Case Studies in the Hospitality Industry, HA 417	2	Development of Training Programs, HA 313	3
Work-Study Program, HA 610	†	Psychology in Business and Industry, HA 314	3
Financial and Tax Aspects of the Leisure Time Industries, HA 327	2	Seminar in Organizational Behavior and Administration, HA 315	3
Internal Control in Hotels, HA 421	2	Advertising and Public Relations, HA 317	2
Undergraduate Independent Research in Financial Management, HA 620	†	The Psychology of Advertising, HA 318	3
Hospital Food Service Administration, HA 234	2	Club Management Seminar, HA 319	1
Restaurant and Beverage Management, HA 333	3	Hotel Management Seminar, HA 411	1
Purchasing, HA 338	2	Principles of Management, HA 412	2
Undergraduate Independent Research in Food and Beverage Management, HA 630	†	Seminar in Advertising and Public Relations, HA 413	2
Undergraduate Independent Research in Administration, HA 640	†	Hotel Sales, HA 414	2
Food Facilities Equipment, Layout, and Design, HA 354	3	Special Studies in the Management of Human Resources, HA 416	3
Seminar in Interior Design, HA 452	3	Integrated Case Studies in the Hospitality Industry, HA 417	2
Seminar in Environmental Control, HA 453	3	Work-Study Program, HA 610	12
Seminar in Hotel Planning, HA 454	4		
Seminar in Restaurant Planning, HA 455	3	<i>Financial Management</i>	<i>Credits</i>
Seminar in Destination Resort Planning, HA 456	3	Front Office Machine Accounting, HA 223	1
Managerial Letter Writing, HA 364	2	Food and Beverage Control, HA 224	2
Undergraduate Independent Research in Managerial Communications, HA 660	†	Hotel Accounting, HA 226	3
Undergraduate Independent Research in Science, HA 670	†	Auditing (B&PA)NBA 505	3
		Investment Management, HA 322	2
		Financial Analysis and Planning, HA 323	3
		Staff Planning and Operations Analysis, HA 325	2
		Introduction to Statistical Analysis and Inference, HA 326	3
		Financial and Tax Aspects of the Leisure-Time Industries, HA 327	2
		Internal Control in Hotels, HA 421	2
		Undergraduate Independent Research in Financial Management, HA 620 (credit to be arranged)	
		<i>Food and Beverage Management</i>	<i>Credits</i>
		Hospital Food Service Administration, HA 234	2
		Seminar in Convenience Foods, HA 331	2
		Restaurant and Beverage Management, HA 333	3
		Beverage and Entertainment Management, HA 334	4
		Survey of Beverages, HA 237	2
		Purchasing, HA 338	2
		Undergraduate Independent Research in Food and Beverage Management, HA 630 (credit to be arranged)	
		<i>Administration</i>	<i>Credits</i>
		Principles of Marketing, HA 243	2
		Franchising in the Hospitality Industry, HA 244	2
		Tourism, HA 245	2
		General Insurance, HA 246	3
		Law and the Woman Employee, HA 247	3
		Seminar in Franchising, HA 316	2
		Law of Business II, HA 342	2
		General Survey of Real Estate, HA 346	2

Programs in Special Areas

While completing the required courses leading to the bachelor's degree, undergraduates in the School have the option of concentrating their studies in a major area of instruction. These include administration, financial management, food and beverage management, hotel-motel planning and design, management, marketing, and food service science, among others.

When the student selects one of these major fields of concentration, he or she should consult the coordinator of instruction in that area during the sophomore year to plan the sequence of elective courses and directed studies that will best fit his or her program.

A list of elective courses offered in the School's special areas of instruction is provided below.

Undergraduate Elective Courses in Hotel Administration

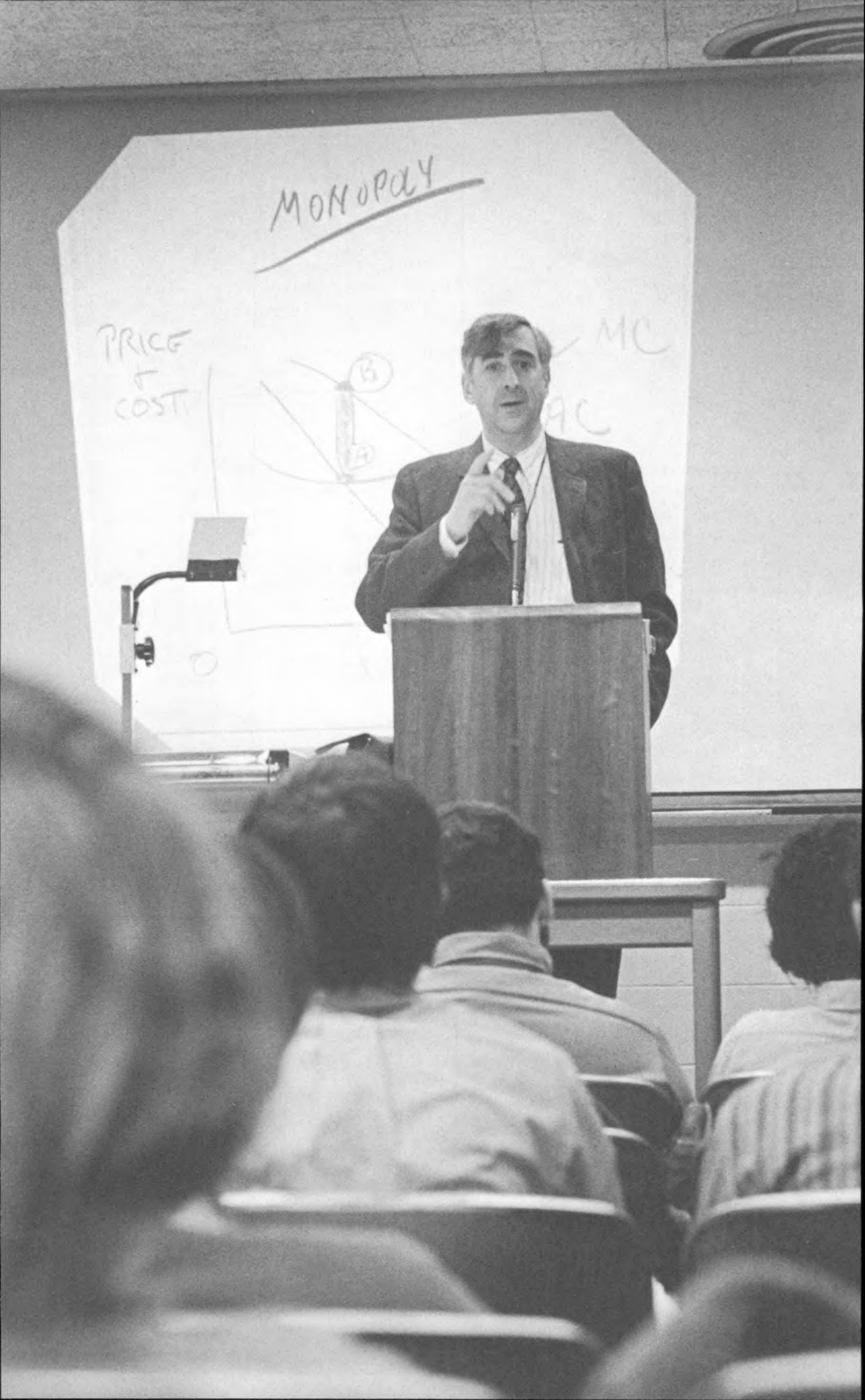
<i>Management</i>	<i>Credits</i>
Lectures in Hotel Management, HA 115	1
Housekeeping, HA 212	2
Club Management, HA 213	2

Real Estate Law, HA 347	2	Shorthand Theory, HA 263	3
Real Estate Law II, HA 348	2	Shorthand Transcription, HA 264	2
Development of a Hospitality Property, HA 349	3	Managerial Letter Writing, HA 364	2
Seminar in Real Estate, HA 441	2	Undergraduate Independent Research in Managerial Communications, HA 660 (credit to be arranged)	
Site Selection Criteria and Computer Models, HA 443	2		
Seminar in International Tourism Law, HA 444	3		
Undergraduate Independent Research in Administration, HA 640 (credit to be arranged)			
Graduate Curriculum			
<i>Properties Management</i>	<i>Credits</i>	Persons holding the B.S. degree in hotel administration from Cornell University who are candidates for the M.S. or Ph.D. degree should refer to the admissions and degree requirements set forth in the <i>Announcement of the Graduate School</i> . The student's program is developed with the aid and direction of a Special Committee, chosen by the student from members of the graduate faculty, and this committee also approves the thesis.	
Principles of Design, HA 255	3	Candidates for the Master of Professional Studies degree pursue one of three tracks in their graduate studies, according to the areas previously studied. Students whose undergraduate degrees are in an area other than hotel administration follow Track I, for which the required two-year program is set forth below.	
Introductory Food Facilities Engineering, HA 353	3	The curricula for M.P.S. Tracks II and III are specifically designed for each student, based on previous experience and career goals. Students qualifying for Track II (those who hold B.S. degrees in hotel administration from an institution other than Cornell) are expected to have taken the courses required for Track I as part of their undergraduate work.	
Food Facilities Equipment, Layout, and Design, HA 354	3		
Seminar in Interior Design, HA 452	3		
Seminar in Environmental Control, HA 453	3		
Seminar in Hotel Planning, HA 454	3		
Seminar in Restaurant Planning, HA 455	3		
Seminar in Destination Resort Planning, HA 456	3		
Undergraduate Independent Research in Properties Management, HA 650 (credit to be arranged)			
<i>Managerial Communications</i>	<i>Credits</i>		
Typewriting, HA 161	2		
Report Typing, HA 261	2		
Typewriting and Business Procedures, HA 262	3		

Required Program for M.P.S. Track I Students*

<i>Specifically required courses</i>	<i>Credits</i>
Sanitation in the Food Service Operation, HA 173	2
Graduate Managerial Accounting in the Hospitality Industry, HA 726	3
Law of Innkeeping, HA 344	3
Seminar in Marketing, HA 712	3
Computers and Hotel Computing Applications, HA 714	3
Graduate Financial Management II, HA 722	4
Front Office Accounting Procedures, HA 724	1
Graduate Food and Beverage Management, HA 731	3
Graduate Operational Food Production Systems, HA 732	3
Graduate Studies in Project Development and Construction, HA 751	3
Graduate Studies in Electrical and Mechanical Systems, HA 752	3
Graduate Food Chemistry, HA 771	4
Management elective	3
Monograph	3
<i>Total, specifically required courses</i>	40
<i>Elective courses</i>	24
Total credits required for M.P.S. Track I students	64

* The curricula for M.P.S. Tracks II and III are specifically designed for each student, based on previous experience and career goals. As a guide, however, students interested in Track II (those who hold B.S. degrees in hotel administration but not from Cornell) are expected to have taken those courses required for Track I as part of their undergraduate work. If they have not done so, then these courses should be part of their graduate program.



If they have not done so, these courses should be part of their graduate program. A minimum of three residence units is required to complete Track II. Track III is for students who hold a B.S. in hotel administration from Cornell, and normally requires only one year to complete.

Students entering Tracks II and III should meet with the graduate faculty representative soon after their arrival to select a graduate adviser. Under each area

of instruction this *Announcement* lists courses planned for graduate study from which the candidate and a graduate adviser can develop a concentration of studies in one or more areas of special interest.

Each student also writes an investigative report, under the guidance of an adviser, to meet requirements for the M.P.S. degree. This report should preferably deal with the major area of the student's concentrated program.



Cornell University

Description of Courses

Except for some general University courses regularly taken by students in the School of Hotel Administration and included in this list for their convenience, all the courses described in this section are offered by Hotel School faculty for hotel students. For full information regarding the course offerings outside the School, the student should consult *Cornell University: Description of Courses*.

All academic courses of the University are open to students of all races, religions, ethnic origins, ages, sexes, and political persuasions. No requirement, prerequisite, device, rule, or other means shall be used by any employee of the University to encourage, establish, or maintain segregation on the basis of race, religion, ethnic origin, age, sex, or political persuasion in any academic course of the University.

The School of Hotel Administration offers courses in the following fields:

Management (pp. 35-37)

Human Resources (pp. 35-36)

General Management (p. 36)

Marketing (pp. 36-37)

Information Systems (p. 37)

Directed Study (p. 37)

Financial Management (pp. 37-40)

Food and Beverage Management (pp. 40-42)

Administration (pp. 42-45)

Economics (p. 43)

Insurance (pp. 43-45)

Law (p. 45)

Real Estate (p. 45)

Properties Management (pp. 45-47)

Food Facilities Engineering (pp. 46-47)

Graduate Courses (p. 47)

Managerial Communications (pp. 47-49)

University Freshman Seminar Program (p. 47)

School Communications Courses (p. 47)

Foreign Languages (pp. 47-49)

Science (p. 49)

In addition, students may elect to conduct independent research projects in any department of the School (see "Directed Studies," pp. 49-51).

Students study and relax on the Arts Quadrangle when the weather is fair. At center right is Uris Library and adjoining McGraw Tower, the symbol of the University.

Management

Human Resources

HA 111 Introductory Psychology Three credits. Required. S. W. Davis.

An introductory study of basic psychological principles involved in understanding human behavior, oriented toward the notion that such understanding is integral to hotel management.

HA 211 Management of Human Resources

Three credits. Required. Prerequisite: HA 111 or equivalent. D. A. Dermody.

A practical approach to personnel management, including an introduction to organizational behavior, the selection and placement of personnel, the role of supervision, performance appraisal, wage and salary administration, employee motivation, and union-management relations.

HA 311 Union-Management Relations in Private Industry Three credits. Hotel elective.

Open to upperclass students, graduate students, or by consent of instructor. F. A. Herman.

Major areas of study include: the development of the trade union movement in the United States, with emphasis on the history and structure of unions active in all phases of the hospitality industry; federal and state laws governing the bargaining relationship, including the role of the National Labor Relations Board; collective bargaining; contract administration; and the critical role of conciliation procedures such as mediation and arbitration in keeping industrial peace.

HA 313 Development of Training Programs

Three credits. Hotel elective. Open to upperclass and graduate students. Prerequisite: HA 211. D. A. Dermody.

A thorough exploration through use of case histories of the construction and implementation of training programs for employees and management.

HA 314 Psychology in Business and Industry

Three credits. Hotel elective. Prerequisites: HA 111 and 211 or equivalent. S. W. Davis.

The principles of psychology applied to industrial and business systems; personnel selection; placement and training; problems of workers, including evaluation, motivation, efficiency, and fatigue; and the social psychology of the work organization.

HA 315 Seminar in Organizational Behavior and Administration Three credits. Hotel elective.

Prerequisites: HA 111 and 211 or equivalent; HA 314 recommended. S. W. Davis.
Relation of current research in the behavioral sciences to practical problems of business as developed from actual cases, with emphasis on leadership effectiveness and employee productivity.

HA 318 The Psychology of Advertising Three credits. Hotel elective. Open to juniors, seniors, and graduate students. Prerequisites: three hours of psychology and three of marketing, or consent of instructor.

The principles of psychology and their application to advertising practices are examined. Areas emphasized include learning, perception, motivation, advertising research, consumer behavior, advertising strategy, and measurement.

HA 416 Special Studies in the Management of Human Resources Three credits. Hotel elective.

Open to upperclass and graduate students. Prerequisite: consent of instructor. D. A. Dermody.
Students are given an opportunity to work in advanced areas of personnel administration.

General Management

Required Courses

HA 112 Orientation One credit. Required. Open to freshmen and transfer students with five or more terms of residence requirement. J. F. Tewey.
A survey of the hospitality industry in today's economy, with emphasis on industry growth and development, management problems, and principles of hotel, motel, and restaurant management.

Elective Courses

HA 115 Lectures in Hotel Management One credit. Hotel elective. Open to all classes. May be taken for credit each semester. R. A. Beck.
A series of lectures given by nonresident speakers prominent in the hotel, restaurant, and allied fields.

HA 213 Club Management Two credits. Hotel elective. J. F. Tewey.
Managerial aspects of all types of clubs, from the small city club to large multiple-activity organizations, are covered through lectures given by club managers, staff, and other authorities in the field.

HA 212 Housekeeping Two credits. Hotel elective. D. A. Dermody.
Students become acquainted with the housekeeping function in the hospitality industry; the material, equipment, and techniques of housekeeping; and the managerial skills used in planning, organiz-

ing, directing, and controlling the housekeeping department.

HA 215 Resort and Condominium Management

Three credits. Hotel elective. M. A. Noden.
A lecture course in the operation of the resort hotel, including condominiums, with emphasis on the promotion of business, the provision of facilities, services, and guest entertainment, and the selection, training, and direction of staff.

HA 319 Club Management Seminar One credit.

Hotel elective. Open to upperclass and graduate students. Prerequisite: HA 213. J. F. Tewey.
A discussion class for students planning careers in club management, with opportunity to exchange ideas with leading authorities in club management.

HA 411 Hotel Management Seminar One credit. Hotel elective. Limited to 25 seniors. R. A. Beck.

Lecturers from industry who are leading executives in their fields will discuss with senior students important developments in the hospitality and travel industries.

HA 412 Principles of Management Two credits. Hotel elective. Open to seniors and graduate students. Prerequisites: HA 211 or equivalent and consent of instructor. P. L. Gaurier.

A seminar course examining management processes, concepts, and principles to improve personal competence in decision making, problem solving, and communication.

HA 415 The Small Business Three credits.

Hotel elective. Limited to 24 seniors and graduate students. R. M. Cantwell.
Examination of managerial problems relating to small business operations, with emphasis on the acquisition of the new business and takeover of an existing business.

Marketing

HA 216 Marketing Management Three credits. Hotel elective. Prerequisite: HA 243. W. H. Kaven.
The marketing function is studied as a management activity including analysis of marketing opportunities, organizing marketing activity, planning the marketing program, and controlling the market effort. The course is oriented to the decision-making process in marketing.

HA 317 Advertising and Public Relations Two credits. Hotel elective. Open to upperclass and graduate students. H. V. Grohmann.
Fundamentals of advertising, publicity, and public relations, and the part each plays in a coordinated business promotion program for different types of hotels and restaurants.

HA 413 Seminar in Advertising and Public Relations Two credits. Hotel elective. Open to seniors and graduate students. Prerequisite: HA 317. H. V. Grohmann.

A seminar course dealing with case histories of advertising, publicity, business promotion, and public relations of hotels, resorts, restaurants, and national travel attractions. Students have the opportunity to analyze and create their own advertising programs including names, logotypes, copy themes, complete marketing plans, and forecasts for properties of their choice.

HA 414 Hotel Sales Two credits. Hotel elective. Prerequisite: HA 216 or equivalent. D. A. Dermody, M.A. Noden.

A practical approach in a seminar setting to the selling of hotel space, with particular emphasis on the solicitation and servicing of groups.

HA 417 Integrated Case Studies in the Hospitality Industry Two credits. Limited to 12 seniors and graduate students. Prerequisite: written permission of instructors. J. J. Eyster, W. H. Kaven. Analysis of case studies involving issues in strategy, human relations, administration, marketing, finance, and ethics.

HA 712 Seminar in Marketing Three credits. Open to graduate students only; required of M.P.S. candidates. W. H. Kaven.

This discussion course in marketing management combines the lectures given in HA 216 with case studies developed and presented by marketing authorities in the hospitality industry.

Information Systems

HA 114 Information Systems I Three credits. Required. D. H. Ferguson.

An introduction to information systems and computing machines. Students learn programming skills for application to selected business problems. Projects involving the hospitality industry are executed on the University's computers.

HA 214 Hotel Computing Applications Three credits. Hotel elective. Prerequisite: HA 114. R. G. Moore.

Students become acquainted with some of the diverse applications of computing technology within the hotel industry through case studies by industry lecturers. Students will also work on a systems development project.

HA 714 Computers and Hotel Computing Applications Three credits. Required for M.P.S. candidates. R. G. Moore.

The introduction of the computing machine-information system to the hospitality industry is examined from several viewpoints: managerial impact, cost justifications, user reaction, and guest satisfaction. The various successes and failures of hotel computing to date will be analyzed in detail.

Directed Study

HA 610 Work-Study Program Twelve credits. Hotel elective. Open only to upperclass and graduate students.

Students enrolled in this program have an oppor-

tunity to combine managerial instruction with on-the-job management experience. Application for admission should be made one semester in advance. Instruction is provided by the School's faculty and by the organization participating in the work-study arrangements. Work-study programs are currently in operation at several locations, including the Statler Inn on the University campus. Students receive both academic credit and practice credit, and appropriate financial remuneration for the period of the program. The student is charged three-fourths of full tuition. Inquiries regarding the program should be addressed to Mr. Normand L. Peckenpugh, Work-Study Coordinator, Statler Hall.

Financial Management

The entire fourth floor of the School section of Statler Hall—six laboratories and nine offices—is set aside for instruction in financial management. Certain of the lecture rooms and laboratories are furnished and equipped with hotel front office and calculating machinery. Students also have access to the University's computer and the School's data-processing equipment.

Students who plan to enter the fields of hotel and restaurant accounting and who expect to become certified public accountants may take a special program to earn the certification of the School as having completed the course of study approved by the New York State Education Department. Because the program involves a substantial load of additional courses, interested students must plan their schedules early in their academic careers.

A total of eighteen credits in financial management is required, of which fifteen credits are specifically required. Courses in financial management chosen beyond the required eighteen credits may be counted as hotel electives. The recommended sequence is:

First year: fall term, Hotel Administration 121; spring term, Hotel Administration 122.

Second year: fall term, Hotel Administration 221; spring term, Hotel Administration 222; fall or spring term, Hotel Administration 125.

Third year: at least three credits of financial management selected from the electives to satisfy the 18-credit requirement.

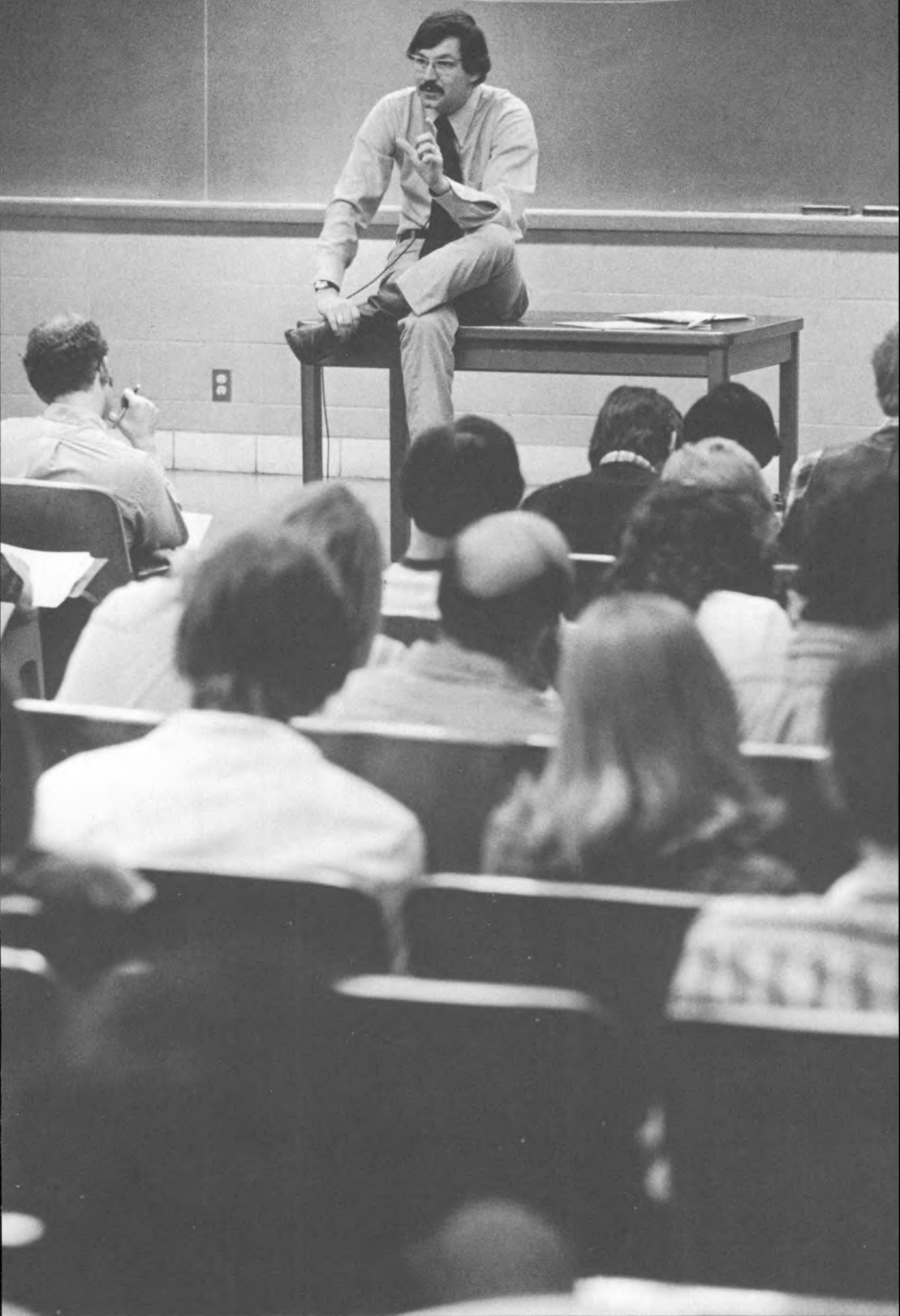
Many other courses in finance are open to hotel students who have completed the required basic six credits of economics. Complete course listings are contained in *Cornell University: Description of Courses*.

Open Only to Students in Other Divisions

HA 120 Basic Principles of Accounting and Financial Management Two credits. Not open to hotel students.

A survey course covering accounting principles, financial statement analysis, and income and payroll taxes. The course is designed for the student who desires a general knowledge of the language of

As sales \uparrow , $APR \uparrow$, inventories \uparrow , working
capital balances \uparrow



business and finance. May be taken with HA 322 which includes the investment aspects of financial management.

Required Courses

HA 121 Financial Accounting Three credits. Required. D. C. Dunn, J. J. Eyster. Provides an introduction to the principles of general accounting. Practice includes elementary problems in developing the theory of accounts.

HA 122 Hospitality Accounting Systems Three credits. Required. Prerequisite: HA 121 or equivalent. D. C. Dunn. An examination of the accounting systems found in hotels, motels, and restaurants, including consideration of front office accounting, the restaurant and other sales areas, the special journals and ledger accounts peculiar to hotel accounting systems, the flow of accounting transactions through the system, and the preparation and interpretation of hotel financial statements.

HA 125 Finance Three credits. Required. Prerequisite: HA 121 or equivalent. D. H. Ferguson. An objective study of the financial function in a profit-oriented enterprise. Important concepts include cash flow, the time value of money, and capital budgeting.

HA 221 Intermediate Accounting Three credits. Required. Prerequisite: HA 121 or equivalent. A. N. Geller. Problems in the field of intermediate accounting, including partnership organization, operation, and dissolution; corporation accounting; transactions involving capital stock and liabilities cost accounting; managerial decisions; funds flow; and the interpretation of financial statements.

HA 222 Managerial Accounting in the Hospitality Industry Three credits. Required. Prerequisites: HA 121, 122, and 221, or equivalent. J. J. Eyster. The generation and analysis of quantitative information for planning, control, and managerial decision making in the hospitality industry.

Elective Courses

HA 223 Front Office Machine Accounting One credit. Hotel elective. Required of M.P.S. candidates who do not take HA 122. Prerequisite: HA 121 or equivalent; best taken after HA 122. D. C. Dunn. Students learn the operation of the NCR front office posting machine by completing a series of practical exercises ranging from simple posting of charges and credits to error correction and night audit.

HA 224 Food and Beverage Control Two credits. Prerequisites: HA 122 and 132, or consent of instructor. Essentials of food and beverage control from both the operational and accounting standpoints. Practice with typical methods and forms found in the hospitality industry.

HA 226 Hotel Accounting: The Hotel Ivy

Three credits. Hotel elective. Prerequisite: HA 122 (may be taken concurrently). D. C. Dunn. A practice set involving the accounting records of a hypothetical 350-room hotel operated on the European plan and in accordance with the Uniform System of Accounts for Hotels.

HA 321 Hotel Management Contracts One credit. Hotel elective. Open only to juniors, seniors, and second-year graduate students. J. J. Eyster. A critical analysis of the negotiation and administration of hotel management contracts. Topics include contract risks and their advantages and disadvantages; owner and operator concerns during negotiations and the administration of the contract; and the future role of contract use.

HA 322 Investment Management Two credits. Hotel elective. Open to juniors, seniors, and graduate students. R. W. Farnsworth. A survey of investment opportunities and the methods of analysis used by business and individuals to determine the best use of investment funds, with emphasis on the stock and bond markets, including security portfolio management.

HA 323 Financial Analysis and Planning

Three credits. Hotel elective. Prerequisites: HA 125 and 222, or consent of instructor. Satisfies economics elective. J. J. Eyster. An examination of the techniques of financial analysis and planning, with discussion of the tax environment, profit planning and forecasting, budgeting, capital budgeting techniques, and cost-of-capital determination.

HA 325 Staff Planning and Operations Analysis

Two credits. Hotel elective. Prerequisites: HA 121, 122, 221, and 323, or consent of instructor. N. L. Peckenpaugh. Students obtain a working knowledge of the terminology, concepts, and procedures used by hotel management in developing information and making decisions relevant to forecasting and controlling manpower requirements. Major topics: staff planning, budgeting, scheduling and payroll control, collective bargaining considerations, analysis of financial statements, and productivity. A required field trip, for which there is a nominal fee, is part of the study program.

HA 326 Introduction to Statistical Analysis and Inference

Three credits. Hotel elective. Open to juniors, seniors, and graduate students. D. C. Dunn. An introduction to the basic techniques of statistical method. Students with previous exposure to statistics or probability should see the instructor before registration.

HA 327 Financial and Tax Aspects of the Leisure-Time Industries

Two credits. Hotel elective. Prerequisite: HA 222 or consent of instructor. Financial and tax considerations associated with operations providing products and services for leisure-time pursuits. Areas of study: development, acquisition, expansion, and diversification of opera-

tions, operational analysis of existing properties and projects, and current trends in international development.

HA 421 Internal Control in Hotels Two credits. Hotel elective. Open to seniors, graduates, and others by consent. Prerequisite: HA 122. A. N. Geller. Discussion of the problems encountered in distributing the accounting and clerical work in hotels to provide a good system of internal control. Analysis of several actual cases of internal control.

(B&PA) NBA 505 Auditing Three credits. Hotel elective. Prerequisites: HA 121, 122, and 221, or equivalent.

The work of the independent accountant. Practice includes the preparation of audit work papers, internal control in general, and the preparation of the auditor's report.

HA 721 Graduate Financial Management I

Four credits. Open to graduate students only. R. M. Chase, D. C. Dunn.

Study of financial and managerial accounting, including report and measurement of revenues and expenses, assets, liabilities, and owner's equity, and analysis of financial statements.

HA 722 Graduate Financial Management II

Four credits. Required of M.P.S. candidates. Prerequisites: HA 721 or equivalent, and HA 726. A. N. Geller.

The course assumes knowledge of algebraic techniques and elementary statistics. An introduction to the principles and practices of business finance, including the development of theory and its application. Topics include securities, valuation concepts, capital budgeting, cost of capital, capital structure, dividend policy, long-term financing and bank relations, short- and intermediate-term financial management, mergers and consolidations, and the legal aspects of financial management.

HA 723 Interpretation and Analysis of Financial Statements

Three credits. Open to some seniors with written permission. Prerequisite: complete accounting curriculum. A. N. Geller. A seminar to discuss the financial accounting issues encountered in reporting the operations of corporate enterprises.

HA 724 Front Office Accounting Procedures

One credit. Required of M.P.S. candidates. Prerequisite: HA 121 or equivalent. D. C. Dunn. The lab work of HA 223 is combined with several lectures on theory and procedures found in the accounting framework of the typical hotel front office.

HA 725 Graduate Seminar in Hotel Operations

Two credits. Elective. Limited to 40 students. Prerequisites: HA 121, 122, 221, 222, and 323, or consent of instructor. N. L. Peckenpaugh, P. L. Gaurnier. Major topics include staff planning, budgeting, scheduling and payroll control, forecasting technique and practice, guidelines for collective bargaining, financial statement analysis, and productivity

analysis through case studies. A required field trip to a participating hotel is an integral part of the course.

HA 726 Graduate Managerial Accounting in the Hospitality Industry

Three credits. Required of M.P.S. candidates. Prerequisite: HA 721 or equivalent. J. J. Eyster.

Factors contributing to the gathering and presentation of accurate data for use by external parties are critically discussed and illustrated through the analysis of annual reports, with emphasis on current issues involving management and its auditors in the reporting and presentation of these data.

Food and Beverage Management

Statler Hall provides excellent facilities for instruction in all aspects of food and beverage management, including purchasing, storage, preparation, service, and merchandising. Among the School's facilities are the "Oscar of the Waldorf" lecture room, an auditorium seating 133 and equipped with laboratory demonstration table, sink, and roll-away range; two elementary food laboratories, each accommodating 20 students; a lecture-demonstration area for instruction in the selection and grading of meats, poultry, and fish; a laboratory for cutting and portioning meats, poultry, and fish; a series of experimental kitchens for the testing of recipes and procedures; a blast-freezing chamber; and the commercial kitchens of Statler Inn, where students prepare food for the various Statler Inn and Statler Club dining rooms, which have a combined seating capacity of 1,000.

Twelve credits of instruction in food and beverage management are required. Courses beyond the required twelve credits may be counted as hotel electives.

Open Only to Students in Other Divisions

HA 430 Introduction to Wine and Spirits

Two credits. Open to seniors and graduate students.

V. A. Christian. The history of wine and spirits is covered, with the main focus on flavor characteristics, fermentation processes, and brand specifications.

Required Courses

HA 131 Fundamentals of Managing Service

Three credits. Required. R. J. Goodman. Restaurant service systems and management are presented. Students participate as service managers and servers in the Statler Inn dining room. Lectures, demonstrations, and practice sessions include American, French, Russian, and banquet service, and beverage and tableside service.

HA 132 Commercial Food Production

Three credits. Required. Prerequisite: HA 131 or equivalent. Conducted in the Rathskeller cafeteria of Statler Inn, where faculty members and their guests dine. Students learn from practical experience, classroom lectures, and demonstrations. Subjects covered on a



42 Administration

rotating basis include menu planning, requisitions, pricing, preparation, serving, sanitation, performance evaluation, and scheduling.

HA 231 Meat Science and Management Three credits. Required. S. A. Mutkoski.

Deals with the major phases of meat, poultry, and fish service from the hotel, restaurant, club, and institutional standpoints; nutritive value, structure and composition; sanitation; selection and purchasing; cutting; freezing; portion control and specifications; cooking, carving, and miscellaneous topics. Required three-day field trip to visit purveyors in New York City; estimated fee: \$60.

HA 232 Operational Food Production Systems

Three credits. Prerequisite: HA 132. R. Cantwell, R. Whitaker, R. Johnson.

Managing the food production and service of Statler cafeteria and dining room. Each student assumes complete managerial responsibility for the food production system, including menu planning, purchasing, receiving, storing, preparation, and merchandising. Emphasis on operational performance, controls, and guest satisfaction.

Elective Courses

HA 234 Hospital Food Service Administration

Two credits. Hotel elective. Prerequisites: HA 131 and 132.

An overview of health care food service: management procedures and controls, role of the professional dietitian, food production, sanitation, career opportunities, facilities layout and equipment, and food production systems.

HA 237 Survey of Beverages Two credits.

Hotel elective. V. A. Christian.

The fundamentals of identification, selection, storage, service, and evaluation of wines, spirits, and beers are covered in lectures and tastings.

HA 331 Seminar in Convenience Foods Two

credits. Hotel elective. Prerequisites: HA 131, 132, 171, 172, 232, and consent of instructor. P. Rainsford.

The financial, managerial, and technological aspects of convenience foods. A class project allows the student to compare a conventional food service system to a convenience food service system.

HA 333 Restaurant and Beverage Management

Four credits. Hotel elective. Open to upperclass and graduate students. Prerequisite: HA 232. V. A. Christian.

Principles of modern restaurant and beverage management, using case studies on such topics as the food and beverage employee, menu planning, merchandising, production standards, purchasing standards, and control systems. A field trip to New York City, for which a fee is charged, is required.

HA 334 Beverage and Entertainment Management

Four credits. Hotel elective. Prerequisites: HA 333 or 731, and 337. V. A. Christian. Comparative analysis of wines and spirits, the man-

agerial technology of design and implementation of training programs, writing of beverage and entertainment policy and procedure, and techniques of contract booking and evaluating acts.

HA 338 Purchasing Two credits. Hotel elective. Open only to hotel upperclass and graduate students. S. A. Mutkoski.

Study of the managerial aspects of purchasing for a hotel or restaurant facility. Areas covered: establishing a purchasing department; the function of the purchasing agent; purchasing specifications, forms, and controls; and products purchased by a food facility.

HA 731 Food and Beverage Management

Three credits. Required of graduate students. V. A. Christian.

The principles and techniques of planning, managing, operating, and evaluating a food and beverage operation, with emphasis on menu planning, wine list design, professional standards, purchasing, receiving, storing, issuing, preparation, and service. A field trip is required, at an estimated cost of \$40 to \$60.

HA 732 Food Production Systems Three

credits. Required of M.P.S. candidates. Prerequisite: HA 731 or equivalent. J. F. Durocher.

Students are responsible for production and service of dinner for the Statler Inn dining room. The course is designed to teach the fundamentals of food production systems from menu planning through service.

Administration

The administration of a hotel, motor inn, or resort property and allied facilities and services entails a broad range of knowledge. The School accordingly offers courses in a number of areas, including economics, insurance, law, and real estate. An extensive selection of courses in additional areas is provided by other colleges in the University. Students have twenty-four credits of free electives so that they may benefit from the University's diverse academic resources.

The School's curriculum prepares its graduates to become administrators in many related fields, including food service for airlines, hospitals, university housing and dining, clubs, and travel organizations. Hotel students interested in the hospital field may enroll in courses offered by Cornell's Sloan Program of Hospital and Health Services Administration. Complete details of this program are given in the *Announcement of the Graduate School of Business and Public Administration*.

Many School graduates are administrative housekeepers in large hotel systems. The student interested in this field may wish to take courses in the College of Human Ecology. The School of Hotel Administration provides several short summer courses approved by the National Executive Housekeepers' Association that lead to professional certification by that organization.

Open Only to Students in Other Divisions

HA 240 Personal Real Estate Investments Two credits. D. Sher.

The advantages and disadvantages of real estate as an investment. Subjects include the economics of real estate, tax shelters, and financial leverage; types of personal real estate investments; risk analysis; cash flow, and return on investments; sources of financing; joint ventures and syndications; and acquisition and development of real estate.

HA 340 Real Estate Feasibility Analysis Two credits. Prerequisite: HA 240, equivalent, or written consent of instructor. D. Sher.

Determining market demand and potential of real estate projects, primarily from the private investor's viewpoint, and application of concepts of market stratification, market segmentation, and location determination to specific case studies with emphasis on investment return.

Economics

HA 241 Macroeconomics Three credits. Required. W. H. Kaven.

Modern economic problems are examined in historical perspective and as national issues, oriented toward the economic environment of business decisions.

HA 242 Microeconomics Three credits. Required. W. H. Kaven.

The use of economic analysis in formulating business decisions, drawing upon such concepts as demand, cost, profit, compensation, and pricing, and an introduction to managerial economics.

HA 243 Principles of Marketing Two credits. Hotel elective. Best taken after 241-242. W. H. Kaven.

An examination of the economic principles of marketing, with particular emphasis upon the marketing of services.

HA 244 Franchising in the Hospitality Industry Two credits. Hotel elective. D. E. Whitehead.

Covers the specific steps involved in developing a franchise operation from the viewpoints of both the franchisor and the franchisee. Topics include: feasibility studies, real estate, plans and project costs, financing, project analysis, and corporate structure.

HA 245 Tourism Three credits. Hotel elective. M. A. Noden.

A lecture course dealing with the primary characteristics of foreign and domestic tourism. Areas of concern include basic terminology, geographic considerations, development of infra- and superstructure in host countries, and the social and cultural aspects of tourism, as well as travel research and marketing.

HA 316 Seminar in Franchising Two credits. Hotel elective. Prerequisite: HA 244. D. E. Whitehead. The focus of this advanced course is on analysis and project development.

HA 349 Development of a Hospitality Property

Three credits. Hotel elective. Prerequisite: consent of instructor. D. E. Whitehead.

Students work in seminar groups to develop a hospitality project, from the feasibility study through site acquisition, franchising, construction management, operational preopening, marketing, personnel training, and furniture and fixture installation to the actual opening of the hotel, motor inn, or restaurant.

Suggested Courses in Economics in Other Divisions

The required three-credit elective course in economics may be satisfied by one or a combination of the courses listed below. It may also be fulfilled by three credits selected from such courses as Hotel Administration 216, 311, 322, 323, 346, 347, 441, 443. When two courses of two credits each are taken outside of the School of Hotel Administration, the extra credit may be counted as a free elective; when taken within the School, the extra credit may be counted as a hotel elective.

Of the large number of courses in economics open to hotel students, only those frequently taken by them are described here. Full details regarding the others are given in *Cornell University: Description of Courses*.

Intermediate Microeconomic Theory (Economics 311)

Intermediate Macroeconomic Theory (Economics 312)

Economic History of Modern Europe (Economics 322)

Money and Credit (Economics 331)

Industrial Organization (Economics 351)

International Trade Theory and Policy (Economics 361)

Economic and Business History (Business and Public Administration NCE 522)

Marketing (Agricultural Economics 240)

Managerial Economics (Agricultural Economics 324)

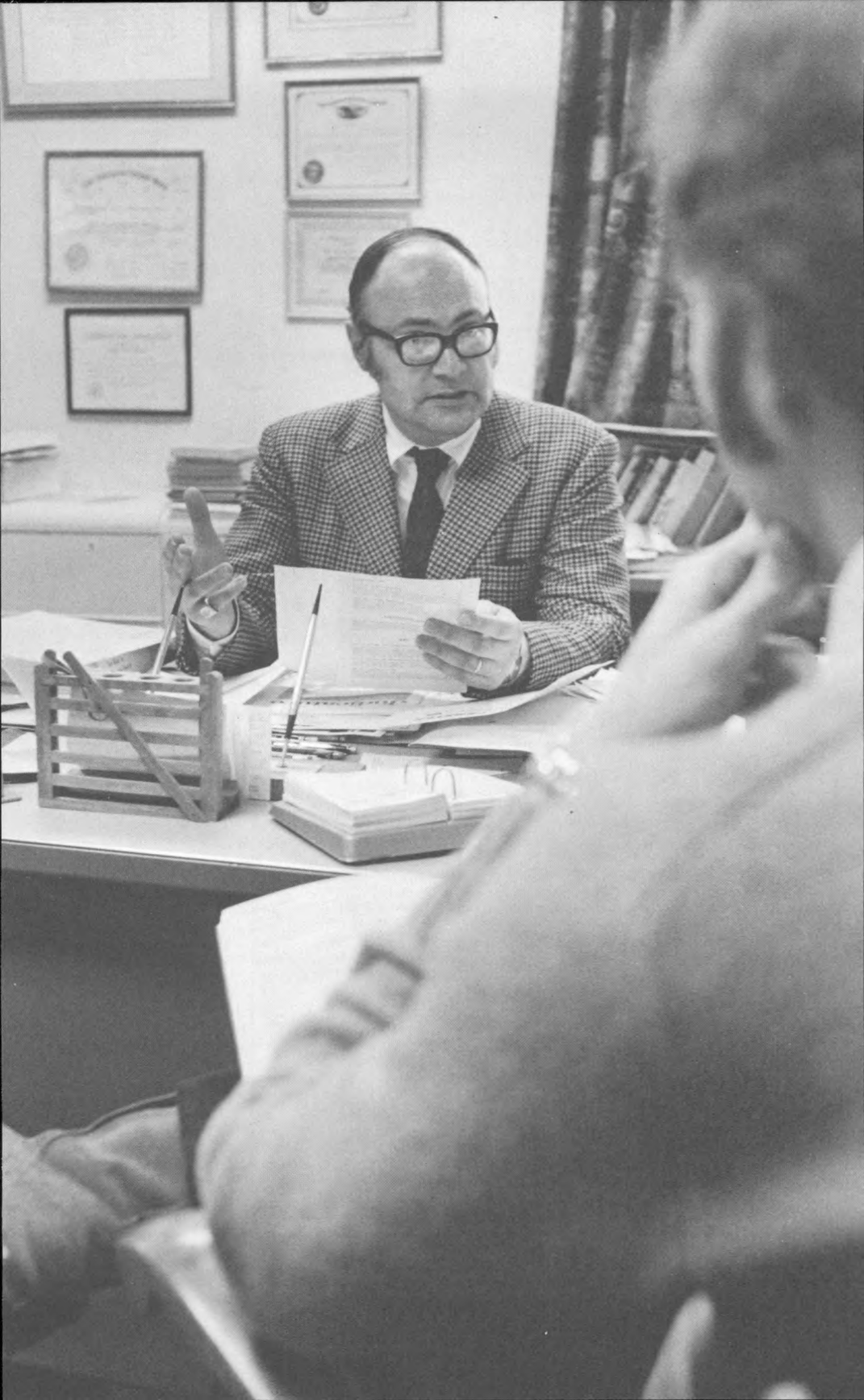
Managerial Decision Making (Agricultural Economics 424)

Economics of Wages and Employment (Industrial and Labor Relations 241)

Insurance

HA 246 General Insurance Three credits. Hotel elective. Open to upperclass and graduate students. K. McNeill.

A comprehensive introduction to the insurance field,



with emphasis on fire insurance, casualty insurance, and multiple-peril policies. Topics include: the law of contracts; the fire insurance policy and fire insurance forms; business interruption, marine, burglary and crime, and liability insurance; rates and rate making; bonds; negligence and torts; compensation; package policies; adjustment of losses; and types of insurers.

Law

HA 247 Law and the Woman Employee Three credits. Hotel elective. Open to students in other colleges. J. E. H. Sherry.

Designed to enable management to deal with the legal problems of women employees as they affect the hospitality industry, and to provide the nonlaw student with information regarding the emerging legal rights of women generally.

HA 341 Law of Business I Three credits. Required. Open to upperclass students. J. E. H. Sherry. A basic course in business law, including the origin and development of common, statutory, and constitutional law; the organization and functioning of the judicial system; the formation, validity, enforcement, and breach of contracts; the laws of principal and agent and employer and employee; personal property; and partnerships and corporations.

HA 342 Law of Business II Three credits. Hotel elective. Open to upperclass and graduate students. Prerequisite: HA 341. J. E. H. Sherry. A continuation of HA 341, with emphasis on laws pertaining to the Uniform Commercial Code (sales and negotiable instruments); bailments; trusts and estates; transfers by will; unfair competition and trade regulation; bankruptcy and insurance.

HA 344 Law of Innkeeping Three credits. Required. Open to upperclass and graduate students; required of M.P.S. candidates. J. E. H. Sherry. A study of the laws applicable to the ownership and operation of inns, hotels, motels, restaurants, and other places of public hospitality. Consideration of the host's duties to guests, lodgers, boarders, tenants, invitees, licensees, and trespassers; the exclusion and ejection of undesirables; liability for personal injuries on and off premises; the concept of negligence; liability for damaged or lost property; and limitations of liability.

HA 347 Real Estate Law I Two credits. Hotel elective. Open to upperclass and graduate students. Best taken after 341 or 241-242. J. H. Sherry. Laws governing the acquisition, ownership, and transfer of real estate, from purchase and sale of a family residence to more complex transactions involving hotels, motels, condominiums, cooperatives, syndications, and real estate trusts.

HA 348 Real Estate Law II Credit two hours. Hotel elective. J. H. Sherry. Continuation of HA 347.

HA 444 Seminar in International Tourism Law Credit three hours. Hotel elective. Prerequisites:

HA 341 and 344, or the equivalent. Open to upper-class and graduate students by consent of instructor. J. E. H. Sherry. Analysis of the laws governing tourism as found in Anglo-American and civil law jurisdictions, including immigration laws, travel agency responsibilities, and public hospitality laws.

Real Estate

HA 346 General Survey of Real Estate Two credits. Hotel elective. Prerequisites: HA 125, HA 222, equivalent, or consent of instructor. D. Sher. A practical survey of real estate as the capital investment decision in the hospitality and related industries, covering the role and importance of real estate environment; the relationship of real estate to the marketing strategy of a company and its investment decisions; the marketing and merchandising of real estate; and the effects of real estate financing on a company's overall corporate financial structure and future borrowing ability.

HA 441 Seminar in Real Estate Two credits. Hotel elective. Prerequisite: HA 346, equivalent, or consent of instructor. D. Sher. Development of the concepts introduced in HA 346, with case studies and field projects.

HA 443 Site Selection Criteria and Computer Models Two credits. Hotel elective. Prerequisite: HA 346. D. Sher. Students develop a computer model for site selection for a hotel chain. Includes field study of existing locations, analysis of underlying marketing characteristics, regression analysis, evaluation and correlation of data, and the programming and testing of computer models.

HA 745 Graduate Seminar in Tourism Two credits. Graduate elective limited to 25. N. Rosenberg. The dynamics of the international tourism industry, including postwar growth of the industry and its economic impact on both developed and less developed countries. The integration of government and the private sector in planning, financing, and controlling the development of regional tourism in relation to market demand will be evaluated.

Properties Management

Instruction is given in the management of hotel, motor inn, and restaurant physical facilities and in their planning, design, and construction. Specialized courses are also offered in food facilities planning. Statler Hall offers well-equipped lecture rooms, a drafting room, and laboratories used exclusively for studying, demonstrating, and testing the mechanical equipment and building components typically used in hotels and restaurants.

A variety of drawing and specifications of many actual building floor plans, guest room arrangements, dining room seatings, and kitchen layouts are

Professor John Sherry discusses the legal implications of a situation encountered by a student during his summer employment.

used in the laboratory work on building construction and operation.

The elements of interior design are included as part of advanced courses in properties management. Students may also count as free electives certain elementary courses in design offered by the Department of Design and Environmental Analysis of the College of Human Ecology.

Twelve credits of instruction in properties management are specifically required. Courses chosen beyond the twelve required credits may be counted as hotel electives. The recommended sequence for continuity of instruction is:

Second year: Hotel Administration 251 (either term).

Third year: fall term, Hotel Administration 351; spring term, Hotel Administration 352.

Third or fourth year: Hotel Administration 451 (either term).

Qualified students planning to major in properties management may begin the recommended sequence in the freshman year. Department permission is required.

Required Courses

HA 251 Property Management Graphics Three credits. Required. R. H. Penner.

Basic principles of graphic communication as a management tool for problem solving: drafting fundamentals, interpretation of presentation and technical drawings, principles of site analysis, physical plant organization, and internal spatial relationships common to hotel and restaurant properties.

HA 351-352 Mechanical and Electrical Systems I and II Three credits each term. Required. Prerequisites: HA 251 and 125. M. H. Redlin, J. J. Clark.

Investigation of management problems associated with the mechanical systems of the physical plant, with emphasis on major systems of water and drainage, heating, refrigeration, air conditioning, lighting, and electricity. The problems of capital expenditures, operating costs, and of repairs and maintenance are stressed.

HA 451 Physical Plant Planning and Construction Three credits. Required. Prerequisite: HA 352. R. A. Compton.

The feasibility, planning, development, and construction of the physical plant of the hotel and food facilities projects, with emphasis on trade practices, building codes, cost estimation, and management responsibility in working with professional planners.

Elective Courses

HA 255 Principles of Design Three credits. Hotel elective. Prerequisites: HA 251 and consent of instructor. R. H. Penner.

A studio course providing a complete foundation in graphic techniques for architectural design, using perspective, freehand sketching, and abstract design

problems. Recommended for students considering a concentration in hotel-restaurant planning and food facilities engineering.

HA 355 Orientation in Safety of Personnel and Property One credit. Hotel elective. Prerequisite: HA 352 or consent of instructor.

Consideration of fire prevention and control in public structures, fire insurance, and the training of personnel in the areas of first aid and disaster control.

HA 452 Seminar in Interior Design Three credits. Hotel elective. Prerequisite: HA 251. R. H. Penner.

A project course concerned with problems related to interior design and renovation, with focus on guest requirements in the different lodging types (hotel, motel, resort, etc.) and their influence on the design of interiors.

HA 453 Seminar in Environmental Control Three credits. Hotel elective. Prerequisite: HA 352 and consent of instructor. J. J. Clark.

Theory and application of light and color, acoustical design, noise suppression, control systems, temperature, humidity control, and ecological considerations.

HA 454 Seminar in Hotel Planning Three credits. Hotel elective. Open to seniors and graduate students. Prerequisite: HA 352. R. A. Compton. The design and layout of a proposed hotel, from feasibility study through plans and specifications, with emphasis on site selection, floor plans, guest room layouts, and equipment selection and arrangement.

HA 455 Seminar in Restaurant Planning Three credits. Hotel elective. Open to seniors and graduate students. Prerequisite: HA 352. R. A. Compton.

A project course in the analysis and design of restaurant properties. The critical study of existing solutions and how they set the design criteria for both kitchen and dining areas. Student work includes general programming, organization, spatial standards, layout, and equipment.

HA 456 Seminar in Destination Resort Planning

Three credits. Hotel elective. Open to seniors and graduate students. Prerequisite: HA 352. R. H. Penner, M. A. Noden.

A project course in the feasibility and planning of destination resort properties, with emphasis on the development of recreational facilities as well as the hotel physical structure.

Food Facilities Engineering

HA 353 Introductory Food Facilities Engineering Three credits. Hotel elective. Prerequisite:

HA 251 or equivalent. M. H. Redlin, R. A. Compton. The basic concepts of food facilities engineering, including space allocation for kitchens, refrigeration, storage, waste disposal, and service areas, with emphasis on development of basic production work flow in the preparation and service areas.

HA 354 Food Facilities Equipment, Layout, and Design Three credits. Hotel elective. Pre-requisite: HA 353 or consent of instructor. M. H. Redlin, R. A. Compton.
Each student programs, plans, and develops a complete project. Work includes project research, drawing up the prospectus, selection and design of equipment, development of layout studies, completion of master plan, development of contract drawings, and budget estimate and review feasibility studies.

Graduate Courses

HA 751 Graduate Studies in Project Development and Construction Three credits. Open to graduate students and required of M.P.S. candidates. M. H. Redlin.
The major elements of the project development and construction process from an engineering management standpoint. Topics include feasibility studies, functional planning and design, financing techniques, the bidding process, construction contracts, project scheduling, and actual building construction.

HA 752 Graduate Studies in Electrical and Mechanical Systems Three credits. Open to graduate students only and required of M.P.S. candidates. Prerequisite: HA 751. J. J. Clark.
The major electromechanical systems of large buildings and hotels-motels are considered from a capital-cost versus operating-cost viewpoint. Systems considered include water, heating, refrigeration, air conditioning, lighting, communications, and elevators. Concepts of energy conservation and efficient utilities management are emphasized.

Managerial Communications

Freshman Seminar Program

The University offers a series of small discussion and writing courses in the humanities, conducted by the departments of the College of Arts and Sciences. The program offers the incoming student a variety of subjects from which to choose, and provides an opportunity to relate written assignments to subject areas of primary interest. All of the seminars require intensive practice in composition, and enrollment in each is limited to twenty students. To satisfy University requirements, each student must choose one seminar for each semester of the freshman year. Each course carries three credits. A course used to satisfy the Freshman Seminar requirement may not be applied against the distribution of language requirements. Information about the program and registration procedures is mailed to all incoming students during the spring before their matriculation.

Required Courses

HA 265 Effective Communication Three credits. Required. Limited to 25 students per section. F. A. Herman.
A seminar designed to help students (1) express themselves clearly and effectively, orally and in writing, and (2) acquire reading and listening skills

to understand better the ideas of others. Principles of the communication process are explored, tested, and reinforced through classroom interaction, case studies, debates, and individual and group videotaped presentations.

Elective Courses

(Also open to students outside the School)

HA 161 Typewriting Two credits. Hotel elective. E. C. Seaburg.
The personal needs of college students are met by this course in elementary typewriting.

HA 261 Report Typing Two credits. Hotel elective. E. C. Seaburg.
A course in electric typewriting designed for those students who can type but who wish to increase speed and accuracy, with emphasis on the typewritten report as a form of communication and study of various forms for business letters.

HA 262 Typewriting and Business Procedure Three credits. Hotel elective. E. C. Seaburg.
Students who already know the keyboard develop sufficient speed and accuracy to meet business standards for an executive secretary, and learn filing, duplication, and machine transcription.

HA 263 Shorthand Theory Three credits. Hotel elective. Prerequisite: typing ability, or taken concurrently with HA 161. E. C. Seaburg and B. David.
The basic theory of Gregg shorthand is completed; dictation and transcription speed are developed to meet business standards for a stenographer.

HA 264 Shorthand Transcription Two credits. Hotel elective. Prerequisite: HA 263 or equivalent. E. C. Seaburg.
Students who already know the basic theory of Gregg shorthand develop sufficient skill in dictation speed and transcription to meet business standards for an executive secretary.

HA 268 Written Communication One credit. Hotel elective. Prerequisite: consent of instructor. S-U grade only. F. A. Herman.
This minicourse emphasizes principles and techniques of writing, including clarity, style, interest, and collection and presentation of data.

HA 364 Managerial Letter Writing Two credits. Hotel elective. E. C. Seaburg.
Students learn the techniques of good letter composition needed by an executive to achieve effective communication. Procedures for machine dictation and dictation to stenographers are covered. Ability to type not a prerequisite.

Foreign Languages

Mastery of a foreign language is particularly desirable for the hotelman or restaurateur. Foreign language study at Cornell is characterized by small classes, emphasis on the spoken language, and use of playback equipment.



The first six credit hours of a modern foreign language taken at Cornell University may be counted as hotel electives rather than as free electives. The introductory courses in French, German, Italian, Japanese, Portuguese, Russian, and Spanish carry six credits each. For further information on foreign language study at Cornell, the student should consult *Cornell University: Description of Courses*.

Science

A knowledge of basic science is fundamental to many aspects of the hospitality industry, especially for menu planning, food purchasing, storage, production, and service, and for housekeeping and building maintenance. Required courses include three credits of basic chemistry, four credits of food chemistry, and two credits of sanitation. Statler Hall has a forty-place basic chemistry laboratory and a forty-place laboratory for the study of the scientific application of chemical and physical principles to food production and sanitation. In addition to the required and elective courses offered in the School, the student may choose also from a wide range of free elective courses in human nutrition, biological sciences, biochemistry, and food science offered in the Colleges of Human Ecology and Agriculture and Life Sciences.

Required Courses

HA 171 Food Chemistry I Three credits. Required. Prerequisite: high school chemistry. P. Rainsford.
Principles and concepts of inorganic and organic chemistry, with emphasis on the chemistry of fats, carbohydrates, and proteins.

HA 172 Food Chemistry II Four credits. Required. Prerequisite: HA 171. P. Rainsford.
The chemistry of fats, carbohydrates, and proteins is emphasized in relation to food products and food production techniques. Additives in foodstuffs, colloidal phenomena, food processing, and reconstruction techniques are studied.

HA 173 Sanitation in the Food Service Operation Two credits. Required of undergraduates and M.P.S. candidates. J. C. White.
The causes and prevention of food poisoning, including the aesthetic, moral, and legal responsibilities involved in presenting sanitary food to patrons. Emphasis is placed on current industry problems related to sanitation.

HA 771 Graduate Food Chemistry Credit four hours. Open to graduate students only and required of M.P.S. candidates.
The chemistry of fats, carbohydrates, and proteins is emphasized in relation to food products and food production techniques. Additives in foodstuffs, colloidal phenomena, food processing, and reconstruction techniques are studied.

Professors Richard Penner (seated) and John Clark, who instruct classes in properties management, discuss a proposed design scheme.

Related Courses in Other Divisions

See *Cornell University: Description of Courses* for details.

Ecology of Human Nutrition and Food (Nutritional Sciences 115)

Introductory General Biochemistry (Biological Sciences 231)

Biological Sciences 101

Introductory Food Science (Food Science 100)

Food Facts and Fads (Food Science 150)

Food Analysis (Food Science 210)

Physical Chemistry of Foods I (Food Science 300)

Nutritional Aspects of Raw and Processed Foods (Food Science 301)

Sanitary Principles, Toxicology, and Public Health (Food Science 304)

Concepts of Product Development (Food Science 401)

Food Processing I and II (Food Science 404 and 405)

Food Processing IV—Fats and Oils (Food Science 407)

Food Lipids (Food Science 602)

Food Carbohydrates (Food Science 603)

Post Harvest Handling and Marketing of Vegetables (Vegetable Crops 312)

Directed Studies

Undergraduate Independent Research

Students may conduct independent research projects in any academic department of the School under the direction of a faculty member, as listed below. Credit is arranged on an individual basis. Only the first three credits of directed study may be credited against hotel electives during the undergraduate years. Additional directed study is credited against free electives, with the exception of the work-study program of 12 credits. To enroll in an independent research project, students must obtain written permission from the School office prior to course registration.

HA 610 Work-Study Program (see p. 37)

HA 610B Undergraduate Independent Research in Management



HA 620 Undergraduate Independent Research in Financial Management**HA 630 Undergraduate Independent Research in Food and Beverage Management****HA 640 Undergraduate Independent Research in Administration****HA 650 Undergraduate Independent Research in Properties Management****HA 660 Undergraduate Independent Research in Managerial Communication****HA 670 Undergraduate Independent Research in Science****Graduate Independent Research**

Graduate students may conduct independent research projects in any academic department of the School under the direction of a faculty member, as listed below. Credit is arranged on an individual basis. HA 700 is required of M.P.S. candidates. The student must have in mind a project, and obtain

agreement from an individual member to oversee and direct the study, prior to course registration.

HA 700 Graduate Monograph or Thesis Research**HA 710 Graduate Independent Research in Management****HA 720 Graduate Independent Research in Financial Management****HA 730 Graduate Independent Research in Food and Beverage Management****HA 740 Graduate Independent Research in Administration****HA 750 Graduate Independent Research in Properties Management****HA 760 Graduate Independent Research in Managerial Communication****HA 770 Graduate Independent Research in Science**



Cornell University

Register

University Administration

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Frank H. T. Rhodes, President-Elect
David C. Knapp, University Provost
William G. Herbst, Senior Vice President
Mark Barlow, Jr., Vice Provost
Constance E. Cook, Vice President for Land-grant Affairs
W. Donald Cooke, Vice President for Research
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Paul L. McKeegan, Vice Provost
Richard M. Ramin, Vice President for Public Affairs
Byron W. Saunders, Dean of the University Faculty
Neal R. Stamp, University Counsel and Secretary of the Corporation

School of Hotel Administration

Administration

Robert A. Beck, Ph.D., Dean
Paul L. Gaurnier, M.S., Associate Dean
Normand L. Peckenpaugh, B.S., Associate Administrator, Administrative Director, Hospitality Project Development; Coordinator, Work-Study Program
Edna M. Osborn, B.S., Administrative Aide; Summer School Coordinator
Katherine R. Spinney, B.A., B.L.S., Librarian
Cheryl S. Farrell, Director of Admissions
Paul Beals, M.P.S., Acting Executive Editor, *The Cornell Hotel and Restaurant Administration Quarterly*
Joan Livingston, A.B., Associate Editor, *The Cornell Hotel and Restaurant Administration Quarterly*

Faculty

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Cornell University

Index

- Academic Calendar, 2
Academic requirements: for applicants, 13-15; for
undergraduates, 27-31; for graduate students,
31-33
Accounting, courses in, 37-40
Additional information, 11, 56
Administration, Department of, 42-45
Admission: undergraduate, 13-14; graduate, 15;
transfer students, 15; international students, 15
Application materials, 11
Application procedures: undergraduate, 13-14;
graduate, 15

Bachelor's degree program, 27-31

Careers for graduates, 5, 7, 27, 42
Communications, Department of, 47-49
Continuing education, 6-7
Cornell Hotel and Restaurant Administration
Quarterly, 6
Cornell Society of Hotelmen, 5, 7, 11
Cornell University, 9
Courses, description of, 35-51
Curriculum: undergraduate, 27-31; graduate, 31-33

Degree programs, 27-33
Degree requirements: undergraduate, 27-31;
graduate, 31-33
Directed studies, 37, 49-51
Doctoral program, 15, 17

Economics, courses in, 43
Executive education, 6-7
Expenses, 19

Faculty of the School, 53
Finances, 19-25
Financial aid, 19-25
Financial Management, Department of, 37-40
Food and Beverage Management, Department of,
40-42
Food facilities engineering, courses in, 46-47
Foreign languages, 47-49
Foreign students, 15; summer positions for, 28
Freshman Seminars, 47

Grading system, 28
Graduate program: admission to, 15; curriculum,
31-33
Grants, 25

Hotel Ezra Cornell, 7, 11
Human resources, courses in, 35-36

Independent study, 37, 49-51
Industry-school relationship, 5, 6
Information systems, courses in, 37
Insurance, courses in, 43-45
International students, 15

Law, courses in, 45
Library, 9
Loans, 25

Management, Department of, 35-37
Managerial communications, Department of, 47-49
Marketing, courses in, 36-37
Master of Professional Studies program, 15, 17, 31,
33
Master of Science program, 15, 17
Military Science, 27, 28

Organizations, 9-11

Ph.D. program, 15, 17
Physical education requirement, 27
Placement, 5, 7
Practice requirement, 28-29
Properties Management, Department of, 45-47
Publications, 6

Real estate, courses in, 45
Research, 6

Scholarships, 20-25
School of Hotel Administration, history of, 5, 6
Science, Department of, 49
Seminars, 6-7
Special academic programs, 30-31
Special opportunity programs, 15
Statler Foundation, 6
Statler Hall, 6, 9, 40, 49
Statler Inn, 5, 9, 40
Student-Faculty Committee, 9-10
Summer school, 7

Transfer students, 15, 27
Triad Committee, 5, 11
Tuition, 19

Undergraduate: admissions, 13-14; curriculum,
27-31

Workshops, 6-7
Work-Study program, 29, 37

Ye Hosts, 11

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